



*business and industrial  
coordinating council*

BUSINESS & INDUSTRIAL COORDINATING COUNCIL  
FUNDING PROPOSAL  
1971-1972



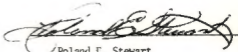
46 BRANFORD PLACE  
NEWARK, NEW JERSEY 07102

## INTRODUCTION

The BICC proposal chronicled in the following pages is a history of negotiations, trials, rewards, frustrations, sales, teaching, and telling. Woven throughout are hours of enthusiasm, dedication, loyalty, and sincerity of people who enjoy their jobs as "miracle workers." Not only did BICC staff meet the challenges, they also collected, documented, and reported information and activities shown on these pages.

Without staff joining with and affecting business, the community, and organizations, BICC would neither be business, industrious, nor a coordinating council. It is an extreme pleasure to be associated and to work with:

Alice Barnett - Training Instructor  
Thomas A. Boykin - Management Assistant  
Patricia Cade - Training Instructor  
Anne M. Calloway - Vocational Analyst  
Hilda Cruz - Clerical Assistant  
Ronnie D. Harris - Vocational Analyst  
Janet Khan - Clerical Assistant  
Katherine Morton - Secretary  
Barbara Parker - Secretary  
Joseph E. Partenheimer - Consultant  
Ellen Rosner - Vocational Analyst  
Alford H. Vaughn - Vocational Analyst  
Ursula Weng - Training Instructor



Roland E. Stewart  
Executive Director

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## HISTORY AND BACKGROUND OF BICC

Prior to the inception of the Business and Industrial Coordinating Council (BICC) in Newark, little was being tangibly accomplished to help the city's un employed, underemployed and high school drop-outs--save for a few social agencies. The city's disadvantaged people--basically Black and Spanish speaking--relied mostly on the city county welfare rolls, the State Division of Employment Services or civic minded social agencies for help.

The Business and Industrial Coordinating Council was first formed in August, 1963 to address itself to the problems of obtaining equal opportunity for all Newark residents, regardless of race, creed, color or natural origin. The issue which prompted the formation of BICC was the plan announced by the city of Newark, to construct a new \$5 million Barringer High School. Complications arose when civil rights demonstrations erupted because of discrimination in hiring practices on the job site; BICC came into being.

The group began as an unofficial, non-binding association held together by a set of by-laws. Its underlying strength was derived from the willingness of its participants to administer programs aimed at solving the unemployment problems of minority groups. The companies which joined BICC assigned representatives to attend the organization's monthly meetings or serve on sub-committees. Company membership entailed submitting to the BICC Jobs Available Committee a list of its job openings. This practice afforded BICC the first shot at attempting to fill a wide variety of jobs by its job placement agency--the Urban League of Essex County.

BICC began to help influence companies to take an unbiased inventory of their personnel for the first time and influenced many employers to look closely at policies of hiring, up-grading and training as it pertained to minority groups. By instituting unique training situations and meaningful job development, BICC was hailed as one of the leaders in establishing programs for young people.

BICC developed the innovative concept that recruitment for jobs for minorities had to be done right in the community where the hard-core unemployed and under-employed actually lived and not through the employment offices lining Newark's business district. Subsequently, BICC was instrumental in getting many companies to set up short-term, pre-vocational, pre-hire programs that gave hard-core male applicants an opportunity to pass the initial entrance requirements. Again, for BICC this was a formidable achievement because no longer could the XYZ Manufacturing Company say, "We really want to do something, but we can't lower our standards."

On March 28, 1967, Project SEED, sponsored by BICC, came into reality. According to Paul N. Ylvisaker, former New Jersey Commissioner of Community Affairs and now considered one of the nation's foremost urbanologists, "SEED, (Skill Escalation and Employment Development) was about to undertake one of the toughest jobs in the United States." SEED's job was to take disadvantaged persons, both male and female over 18 years old, who lack skills necessary to find permanent employment, and train them as productive workers where they could maintain viable households and no longer be recognized as small, private, statistical tragedies on the U. S. Labor Department's monthly unemployment index.

BICC, experienced as a community group in the training and employment of Newark's hard-core unemployed, had already established the fact that "although many job openings existed in the area, the labor force is not sufficiently skilled to qualify for these jobs, due to a lack of basic education and vocational skills." While most training programs were geared to produce a finished worker knowledgeable in all aspects of the occupation for which he was trained, these programs were for short intensive training and for quick placement in an entry-level job and in on-the-job training programs.

Projects SEED's task was to: provide a maximum amount of training in a minimum amount of time; to provide the labor market with the workers it needed "now; and to provide the disadvantaged with skills they can use immediately. Indeed, it was a Herculean task.

In representing a low-cost, concentrated approach to job training; SEED had courses as stenographic, clerk-typist and office worker training; mechanical and technical comprehension; hospital worker training; basic electricity, metal trades and bank teller training--in addition to accelerated classes in basic and remedial education.

What were the results of BICC's SEED experiment? BICC proved:

1. Unemployables could be trained in short periods for entry level jobs. For example, the project proposal expected only 410 graduates from the day machine program. However, when training stopped, SEED had 609 daytime machine trade graduates. Over 518 or 85% of these were employed after training by April 30, 1968.

2. Industries will become involved if the training meet their approval and they share control of the training. At least 25% of SEED's total budget or \$400,000 was contributed in the form of money, instructors, equipment and facilities.
3. Industry will guarantee jobs if the training is adequate and the training has met the graduation requirements. There must be a job at the end of the successful training.
4. Community residents could be used to recruit manpower for the SEED program. Recruiters flooded Newark's public housing projects with posters and flyers. They visited and left flyers in pool halls, taverns, agency offices, outside factories, and in barber shops and stores.

Following its initial success with SEED, BIOC instituted SEED II to train 1,400 people. Again, nothing beats success and BIOC's SEED II was able to train and place many hard-core individuals.

In 1970, BIOC added to its storehouse of expertise by combining with Adaptive Systems of New York utilizing a Computer Match System in uniting people with jobs or training. A highly unique and thoroughly researched application the Computer Match System is now becoming an integral effective counseling tool in helping to place right people in right jobs. The psychological insights inherent in the system itself have proven invaluable in recognizing an individual's desires and experience.

With the technological breakthrough of a people register, BIOC can program any job or training program and ask the computer's stored profiles of people to advise what persons will predictably do well. The print out takes a few minutes. Instant classes, instant upgrading, instant job candidates of high retention, interest, and motivation are now available, again pioneered by BIOC.

The combination of negotiation, training, technological applications, history and credibility of the BIOC, posture the organization as the leading successful and innovative training entity in the State of New Jersey. It is already looking at applications for its expertise in other counties and states as well.

## THE CONTINUED NEED FOR BICC

Every city in America plagued with high unemployment and low numbers of skilled workers needs a BICC. BICC along with a handful of other agencies represent an alternative to agencies and organizations which deal with traditional stop-gap, recreational, status quo problems which are both human and vital but irrelevant to the economics of living. Relevance is clearly training for employment. BICC, mandated by its Executive Committee, seeks to improve employment opportunities, improve employability through training, and assist the educational system. Often compared with other agencies as duplicating their functions, BICC was the first and most successful employment training agency Newark has ever known. A city like Newark, with a 15% unemployment rate, high school graduates who are functionally illiterate, and nationally supported bureaucratic agencies known to be somewhat less than effective, surely needs all the additional duplication of effort available to solve these problems which erode at the very vitals of most large cities in the nation.

### THE DUPLICATION THEORY

BICC's involvement in social issues and working for meaningful institutional changes parallel objectives of other agencies but is by no means exactly similar. A comparison of the three agencies most often mentioned as duplicating and overlapping as shown on the next page indicates clearly that the Urban Coalition, Urban League, and BICC are diversely different in their respective approaches to social changes. Of the three, the Urban Coalition is the least programmatic. The Urban League is the most programmatic.

# COMPARISON OF FUNCTIONS & OBJECTIVES PERFORMED OR PLANNED BY

## URBAN COALITION BICC URBAN LEAGUE

### URBAN COALITION

1. Continue to a successful conclusion the efforts to eliminate discrimination and evaluation in the building trades unions
2. Develop a mechanism and resources for assisting associations of small merchants who are located in residential areas. The identification of problems whose solutions lend themselves to joint efforts at resolution
3. To develop a program of consciously searching for and identifying young citizens who display definite leadership qualities, and enhancing their leadership potential with training, etc
4. To improve the communications and interaction between and among the 150 social agencies, in order to improve their ability to relate well and work together. The mechanism for this has already been established, but remains unimplemented due to lack of funds.
5. To do, or cause to have done an inquiry into why no housing gets built in Newark
6. To undertake projects to increase the understanding and communication between the white, black, and Puerto Rican communities in the city. This will require the identification of common problems and goals, and the development of staff and skills to bring these groups closer together without undermining the identity or aspirations of either group
7. To continue providing assistance to existing organizations, and to serve as a convener and catalyst around issues involving different interest and power groups
8. To continue to interpret and communicate in the most effective manner possible, the problems, fears, and aspirations of the most alienated in our city, and to serve as a bridge between them and the leadership of business, education and government
9. To increase the interaction between suburbanites and Newark residents around issues relating to the removal of the inner city.
10. Finally, to continue to challenge, encourage, and assist the agencies of government and the private sector to be responsive to the needs of the poor of our city

### BICC

1. Explore and develop employment opportunities for community people in industry, business, city and county government and secure employment and training leads throughout the county to evaluate and refer disadvantaged minority applicants. Develop and prepare proposals to all sources to fund Education and Skills Training Programs.
2. Continue the only open monthly forum on community issues and problems attracting leaders of business and the community for frank open discussions
3. Assist in recruiting and counseling minority employees for special projects and employers, i.e., New Health Careers, Port Authority, Ford Motor Company, New Jersey College of Medicine & Dentistry. Establish regular Human Relations Seminars for Business and Industry.
4. Monitor training classes established and co-sponsored at Mutual Benefit Insurance Company, Prudential, New Jersey Bell Telephone, Rutgers, and those to be developed to provide recruitment, counseling, available supportive services, and job placement. To enlarge training programs from BICC's current five to ten to include bank tellers, brokerage house clerks, machine repair, sales and driver training
5. To expand assistance and input to business and industry in meeting Equal Employment Opportunity Commission criteria by providing minority leads, human relations training, in-house promotional input, and increasing the workability of government imposed demands and sanctions
6. Arrange for the development of evaluation criteria for effectiveness, relevance, and meaningfulness of community agencies and activities, to perform studies and surveys related to these criteria and publish results
7. Survey, study and publish what agencies or entities are doing with funds granted to accomplish specific activities or tasks at the request of the funding agency
8. To institute surveys and publish results of studies designed to report extent of services to minorities in banks, insurance companies, stores, other Essex County businesses, and publicly supported agencies
9. To create a film on Human Relations which will involve soundly established successful management principles along with dignified recognition of minority cultures and backgrounds
10. Increase support of innovative approaches to meaningful education concepts for the Newark school system like the highly successful World of Manufacturing and Construction developed by the University of Ohio. Institute The World of Finance in the Newark school system.

### URBAN LEAGUE

1. **Community Organization** Organize hospital workers to improve their working conditions and increase salaries, assist in solving individual problems related to hospital work with other programs, such as, welfare and housing
2. **Education** Encourage educational reforms, involve parents and youth in making the educational systems relevant to their needs, and organize and conduct a state conference of minority students
3. **Employment** Expand employment recruitment, develop training programs of Federal and private contractors. Provide psychological and work attitude training via the technique of group interaction and group learning for the GNP Program of TEAM
4. **Health** Work with established health groups for better training of health workers, better organized & financial services, educate the community on Sickle Cell Anemia & VD prevention, and develop a County Health Information, Referral and Educational Center
5. **Housing** Act as a housing counseling service, a clearing house for opportunities to integrate communities, assist in organizing tenant groups and associations, encourage rehabilitation and new construction for low and moderate income families, and develop a non profit housing and development corporation.
6. **Neighborhood Counseling** Joint efforts with Family Services to work in deprived areas of Newark and aid residents in planning social and economic improvements for their community
7. **Public Relations** Keep the public and Urban League membership fully informed about the Urban League of Essex County and its programs in order to continue to receive community support, and to release a monthly newsletter.
8. **Welfare** Assist community residents with welfare problems and train them in consumer education, coordinate and co-operate with local welfare agencies and welfare rights organizations. Obtain the support of business and industrial leaders
9. **Black Student Summer Program** A program to develop and implement summer recreation and education for children, and consumer education and homemaking skill for adults to ghetto communities
10. **Public Affairs** Bring to public attention through appropriate media significant facts, opinions and interpretations which will serve to keep the public aware of League policies and actions.

BICC is most active in employment, training and community understanding and cooperation.

#### BICC STAFFING PATTERN DURING 1970-1971

Neither social scientists nor time and motion analysts have developed or devised any staffing pattern for a modern community social agency. The traditional approaches to social agencies have included an MSW Social Worker or above, several "Social Workers," Secretaries, and Counselors. The "60's" produced titles like Outreach Coordinator, Recruiter, Job Counselor, and a host of hyphenated "Aides". There is yet no definite answer as to what constitutes a viable social agency.

To accomplish at least those items discussed elsewhere as having been done by BICC during 1971, the present staffing pattern of 13 persons included the following:

1 Executive Director	1 Consultant
1 Management Assistant	3 Clerical Assistants
4 Vocational Analysts	3 Teacher-Instructors

The span of supervision was from the Executive Director throughout the entire staff with the Management Assistant assuming supervisory responsibilities when needed. If the need was greatest in the employment area, the Management Assistant would be utilized there or any other brush fire area. This is an undesirable manner of supervisory control.

The Executive Director was responsible for administering work, managing people and representing the agency at the various levels of community and business involvement. Interpreting policies, developing procedures, improving

production, maintaining schedules, planning, directing, and controlling were all management factors not capable of being adequately delegated due to lack of supervisory personnel. This kind of super-satelliting of responsibilities normally makes for a failure-oriented organization. The BICC staff accomplished successes noted in "What BICC Has Done in 1971" with a high degree of personal involvement, sacrifice, enthusiasm, and overtime. The "normal" work week does not apply to BICC staff who averaged 45 hours a week related to BICC with 6 Saturdays and 2 holidays thrown in without compensation. Each Vocational Analyst adopted a nighttime training class which the Analyst monitored three nights a week above and beyond his normal work week. Of 114 students involved in classes, all were sufficiently motivated to attend without stipend. Staff served at night without stipend. To say the least, BICC staff is indeed committed and is motivating achievement changes.

#### THE FUNCTIONAL STAFFING APPROACH

BICC has worked backwards from what it has been doing in terms of actions and results to arrive at its staffing requirements. It is designed therefore to:

- (1) Eliminate the unwieldy span of supervision of 1 supervisor to 12 employees.
- (2) Provide a supervisory span of 1 to 5 for each segment of BICC activities:
  - a.) employment
  - b.) training
  - c.) community programs - research & development

## d.) administration

- (3) Spread management responsibility over five persons reporting to the Director.
- (4) To provide a 1 to 3 clerical ratio.
- (5) Enable more adequate handling of routine functions of typing, photocopying, basic interviewing, telephone answering, and reception.
- (6) Provides almost adequate staff to deal with the extensive kinds of employment training concerns.

With the more realistic staffing pattern based upon the performance of the BICC staff at present:

- (1) The efficiency of the employees will be increased.
- (2) Staff will have more time to adequately prepare and submit reports and surveys.
- (3) Typing functions now performed by Analysts and Trainers will be done more timely by the proper secretarial staff.
- (4) The Instructors and Vocational Analysts will be freed within their normal work week to concentrate on those functions directly related to their job descriptions.
- (5) The administrative workflow will have a span of supervision and a delegation of responsibilities commensurate with sound management principles as used in business and industry.

## THE MODULAR CONCEPT

To accomplish BICC's goals and objectives during 1972, an overall staffing pattern of 28 persons and a total budget of \$467,000 are the ultimate requirements. BICC sees itself compared loosely to a manufacturer of products. BICC "manufactures" services which has as end products, self-sufficient people or responsive institutions. In order to "manufacture" its products, BICC requires the same elements inherent in the manufacturing process.

- |                            |                            |
|----------------------------|----------------------------|
| (1) Administration         | (4) Marketing              |
| (2) Research & Development | (5) Maintenance and Repair |
| (3) Production             | (6) Purchasing             |

Comparably BICC's overall operation for 1972 will parallel the manufacturing process with departments or modules responsible to Administration, the Director and Executive Committee.

For funding purposes, the departments (modules) are as follows:

### ADMINISTRATIVE MODULE (Mfg. Admin.)

#### Responsibilities:

Overall planning, controlling, and managing of the agency and programs.

Staffing Requirement - 6 persons

Executive Director	@ \$ 25,000	
Consultant	@ 12,000	
Bookkeeper	@ 7,280	
Secretaries (2)	@ 6,800	each
Clerical Assistant	@ 5,980	
Staff Costs with 20% Fringe Benefits	\$ 76,000	

## Operational Expenses:

Includes space, travel, communications, supplies, insurance, equipment and related services	\$ 43,000
Total Cost	\$119,000

## (2) MANAGEMENT MODULES (Mfg: Research &amp; Development)

## Responsibilities:

Developing background and bases for programmatic thrusts and projects.

Working with Community agencies and organizations.

Staffing Requirement - 3 persons each

Management Assistant (2)	@ \$ 15,000 each
Administrative Assistant (2)	@ 9,000 each
Secretary (2)	@ 6,800 each
Staff Costs per module with 20%	37,000 each module
Fringe Benefits	
Operational Expenses:	
Proportionate and Additional to those cited for Administrative operational expenses	\$ 5,000 each module
Total Cost	\$ 42,000 each module

## EMPLOYMENT MODULE (Mfg. Production (of employable people) )

## Responsibilities:

Exploring, developing and acquiring employment and training needs.

Referring and counseling applicants. Organizing a follow-up procedure.

Staffing Requirement - 9 persons

Vocational Coordinator	@ \$ 13,000
Vocational Analysts (5)	@ 12,000 each
Secretaries (2)	@ 6,800 each

Clerical Assistant (1)	@ \$ 5,980
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Staff Cost with 20% Fringe Benefits	\$111,000
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Operational Expenses:

Proportionate and additional to those cited for Administrative operational expenses	\$ 69,000
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Total Cost	\$180,000
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TRAINING MODULE (Mfg. Maintenance & Repair (of people) )

Responsibilities:

Instruction at satellited locations for training persons for employment. Developing new programs from five to ten. Operating the World of Work Clerical Program to be hopefully funded by the Department of Labor and Industry.

Staffing Requirement - 6 persons

Training Coordinator	@ \$ 14,000
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Trainer Instructors (3)	@ 9,600 each
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Secretary	@ 6,800
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Clerical Assistant	@ 5,980
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Staffing Costs with 20% Fringe Benefits	60,000
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Operational Expenses:

Proportionate and Additional to those cited for Administrative operational expenses	\$ 11,000
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Total Cost	\$ 71,000
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FUND RAISING MODULE (Mfg: Purchasing (\$ raw materials \$) )

Responsibilities:

Seeking ways and means of funding and preparing necessary

documentation. Research, develop, recommend, and prepare proposals and/or private enterprise funding.

#### Staffing Requirement - 2 persons

Fund Raiser	@ \$ 14,000
Secretary	@ 6,800
Staffing Costs with 20% Fringe Benefits	25,000
Operational Expenses:	

Proportionate and Additional to those cited for Administrative operational expenses	\$ 6,000
Total Cost	\$ 31,000

UNSTAFFED PROJECTS MODULE ( Mfg: Marketing - advertising BICC's name, image and credibility)

A continued area of anxiety for the three BICC established Ambulance Squads is insurance coverage for trucks and volunteers. Obtained after great frustration and search, BICC desires to continue the support until all three squads are more firmly established, further equipped and financially independent.

Cost of Project	\$ 3,500
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#### HUMAN RELATIONS FILM

Since BICC is squarely in the midst of business and the community, a human relation film which involves successful management principles and a dignified recognition of minority cultures and backgrounds should be a normal effective creation to help bridge the communication and understanding gap.

Cost of Project	\$ 6,000
Total Cost of unstaffed projects	\$ 9,500

## BICC , THE OPPORTUNISTIC AGENCY

BICC continues to be flexible and "opportunistic". Its shape may change depending on the extent of its activity and availability of funding. For instance, the pending Department of Labor and Industry Clerical Training Proposal, if approved, may absorb most of the Employment and Training staff in administering the program. Action and funding continue to be fluid situations.

## FUNDING DURING 1971

BICC secured financial support for its programs from the following sources for a total of \$190,300.00 during 1971:

Greater Newark Chamber of Commerce		\$ 58,000.00
Schumann Foundation		
Computer Match	\$22,500	
Management Assistant	14,000	
Ambulance Insurance	3,000	
Computer Phase Out	5,000	44,500.00
Victoria Foundation		17,500.00
Eljabar Foundation		1,100.00
Schering Foundation		2,500.00
Mrs. Joseph Cornwall		2,000.00
Office of Economic Opportunity		35,000.00
Newark Board of Education (Teachers' salaries)		27,300.00
*Seven Companies (Listed Below) totalling \$2,500.00		<u>2,500.00</u>
TOTAL		\$190,300.00

## ■ For Continuation of Satellite Training

Frank Briscoe Company	\$ 100.00
Fidelity Union Trust Co.	200.00
Western Electric	500.00
National Newark & Essex Bank	500.00
Public Service Electric & Gas	500.00
Prudential Insurance Co.	500.00
First National State Bank	<u>200.00</u>
	\$2500.00

With a proposed \$467,000, budget for 1972, this represents a projected increase of 120% over 1971. Anticipated income for 1972 at this point includes:

\$ 75,000	Requested from the Greater Newark Chamber of Commerce
\$176,000	World of Work Proposal pending with N.J. Department of Labor and Industry
\$ 27,300	Teacher salaries provided by the Newark Board of Education.
<u>\$278,300</u>	Total anticipated from above sources

BICC plans to be funded in its entirety from all\* available sources in order to function effectively and totally. It is with this total approach that BICC seeks your financial support in part of the whole.

\* Federal  
State  
County  
City  
Greater Newark Chamber of Commerce  
Foundations  
Businesses  
Industry  
Individuals

WHAT BICC DID DURING 1971



48 BRANFORD PLACE  
NEWARK, NEW JERSEY 07102

## PLACEMENT AND REFERRAL

BICC interviewing staff, interviewed 989 persons for jobs and training from October, 1970 through September, 1971. Noteworthy is the fact that BICC has not openly advertised that it either has job opportunities or in fact refers people to employment. Secondly, BICC had inadequate staff to handle the hordes it would attract if it did. Thirdly, but perhaps most significantly, there has existed an extremely sharp job market recession since June, 1970.

Related facts of interest are that only 3 Vocational Analysts were on staff between October, 1970 and April, 1971 handling an average of 173 persons each. From May, 1971 thru September, 1971 with the addition of 1 Vocational Analyst, the applicant load average was reduced to 117 each. Clearly additional staff provides opportunity for improved service. BICC interviews with analysis, counseling, and referrals average 2½ to 3 hours per person.

BICC referred 458 or just under 50% of its applicants to employment. 10% were hired. To BICC's credit this is an admirable 4 to 1 referral to hire ratio, better than any other agency in the County serving a pre-dominantly disadvantaged and unskilled clientele. A listing of companies hiring BICC referrals in a year period follows this discussion.

BICC had to in fact "sell" the capabilities of its referrals to employers, in many cases, who are now beginning to accept both the validity of the Computer Match and the established high credibility and integrity of the BICC.

To training opportunities, BICC referred 129 persons. 114 accepted training and are involved in either BICC training programs or related ones.

About 75% of training referrals accepted it. On the whole with 103 hires and 114 training situations, BICC was able to positively affect about 1 out of every 5 persons who came into its offices.

Persons who were not referred had various inhibiting factors which are not yet acceptable to the employers to which they either matched or could have been hired without a match. Such factors as arrests, drugs, reluctance to travel, dress, poor work attitudes, and inadequate salary continue to subvert attempts to place the unemployed. From the data, it is essential that extensive orientation, counseling, and training prepare the so-called hard core for employment.

Of BICC applicants, about 70% were from Newark itself while 30% came from outside the city. About 50% of applicants were non-high school graduates from all areas. And 45% of BICC clients were age 21 or under.

BICC counseling centered on every applicant in a highly personal manner and was designed to combat those areas found in need of repair or strengthening. Applicants feared taking tests at an employer's location. They were shy of the interview process. BICC strove to build self confidence, provide insight into job hunting techniques, assist in preparing effective resumes, smoothing out self expression, hints and outright frank recommendations on grooming and physical appearance. Along with these areas, continued follow-up is underway to determine the numbers of those who returned to school or other formalized training as recommended by BICC.

The organization most recently acquired "store front" additional space three doors away from BICC's present site at 46 Branford Place. The new location, 36 Branford Place, will be for the employment and training interview functions. Known as BICC's World of Work, the interviewing-

counseling staff of BICC will be located there to serve clients looking for employment or training.

BICC will encourage member and non-member companies to furnish personnel people to interview job seekers during the evening hours when those in search of upgrading are off from their jobs. This will revive the high enthusiasm and placement success of the BIOC-Urban League type Skills Bank on Jones St. just a few years ago. With street front space and nighttime interviewing, BICC expects to service at least 5,000 persons a year. Given BICC's current 1 to 4 referral to hire ratio, a minimum of 1,250 people should find jobs during 1972.

**business and industrial coordinating council**


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ROLAND E. STEWART, EXECUTIVE DIRECTOR

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 Better Business Bureau

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 Hon. Matthew Carter  
 Hoffman La Roche  
 George Fontana  
 Joint Apprenticeship Program

**AT-LARGE MEMBERS**

 Charles Hall  
 Greater Newark Chamber of Commerce  
 Robert B. Trial  
 Blue Cross/Blue Shield  
 James W. Williams  
 Model Cities  
 David Barrett  
 United Community Corporation

**FORMER BICC CO-CHAIRMEN**

 William I. Hoffman  
 Fidelity Union Trust  
 Hon. Kenneth A. Gibson  
 Mayor, City of Newark  
 Charles W. Garrison  
 Bambergers  
 C. Theodore Pinckney  
 S.E.D.  
 Hon. George C. Richardson  
 State Assembly  
 Derek T. Winters  
 Model Cities Consultant

**CONSULTANTS**

 Kenyon C. Burke  
 Anti Defamation League of B'nai B'rith  
 Shiraz James  
 Newark Councilman  
 Robert F. Kluge  
 Bruno Associates  
 John F. Maguire  
 Public Service Gas & Elec.  
 Albert Meyers  
 Community Affairs  
 Joseph C. Farnestimer  
 BICC

**COMPANIES HIRING BICC REFERRALS  
AND NUMBER OF HIRES BETWEEN  
OCTOBER 1970 AND OCTOBER 1971**

<u>NAME</u>	<u>HIRES</u>
Ackerman, Dr. DDS	2
Babyland	1
Bambergers Dept. Store	3
Bell Labs, Whippany, N.J.	1
Beth Israel Hospital	2
BICC	9
Blue Cross/Blue Shield	1
CIRS	2
Corrin Real Estate, East Orange, N.J.	1
Edo-Aire, West Caldwell, N.J.	1
Fidelity Union Trust Co.	3
Fire Insurance Rating	1
First Jersey National Bank, Jersey City, N.J.	1
First National Bank	1
Fords Northeast Jobs Institute	3
Gesenger Auto Mechanics, Clifton, N.J.	1
Hoffman LaRoche, Nutley, N.J.	1
Howard Savings Institute	1
Hunt Wesson Food Products, Union, N.J.	1
Interracial Council for Business Opportunity	1
Lafayette Radio & Electronics	1

<u>NAME</u>	<u>HIRES</u>
McGraw-Edison, West Orange, N.J.	1
McRae Moving, East Orange, N.J.	1
Martland Hospital	2
Model Cities	2
Masonic Lodge, East Orange, N.J.	1
Muir's, East Orange, N.J.	1
New Jersey Bell Telephone	2
New Jersey Contractors	1
Newark Airport Parking	1
City of Newark	4
Newark Dressmaker Supply Co.	1
Project Child	1
Prudential Insurance Co.	10
Public Service Gas & Electric Co.	4
Rheingold Brewery, Orange, N.J.	2
Rutgers University	7
Seatrain, Hoboken, N.J.	2
Schering Corp, Union, N.J.	1
Supermarket General, Cranford, N.J.	2
Suburban Action Institute, East Orange, N.J.	1
Touche Ross & Co.	1
United Community Corp.	3
United Electronics	1
Weston Instrument Inc.	2
Whippany Paper Board, Whippany, N.J.	7
Wiss & Son	2
VA Hospital, East Orange, N.J.	1
Victor Computer, Irvington, N.J.	1

TOTAL HIRES

103

## SUPER CLERK, THE COUNSELLING TOOL

BICC introduced and is continuing to refine a practical objective basis for selection for training or employment using the advance memory capabilities of the computer age. Utilizing the Cleff Matching System as a counselling tool, BICC has improved the counseling and placement function by involving the individual himself in his destiny. Heretofore, job counselors used the fill the quota method, subjective evaluations of persons complete with prejudices and stereotypes, and reliance on memory to refer persons to job or training opportunity which may not have the most articulate salesman to champion its cause. No longer must the counselor rely on notes or a sheaf of papers or an outdated card file. No longer may a counselor look upon a minority member to pigeon hole him or relegate him to a job the counselor thinks is fitting. The matching system using input furnished by the client himself assists in determining in what areas of employment or training the individual would do well. The computer match is not only raceless but sexless. It answers many objections of government agencies about objectivity and bias-free selection. The computer match further has shown conclusively that arbitrary standards for jobs which have no relationship to the actual requirements of the job or training situations are prevalent.

The computer match process keeps a record of every job submitted in functional analysis terms which it matches to those pieces of behavior indicated by the individual as having done or wanting to do. Therefore when matched to the total number of jobs on record, all jobs or training situations which relate to what the client indicates are printed out of the

memory bank for him. At this point the Counselor can talk realistically and intelligently about the other criteria such as educational requirements, transportation, skills, experience, salary, etc. In addition to the matching capability, the Counselor can determine what areas of vocational interest an individual should be involved in terms of people, things, or ideas. (BICC selects sponsored training class students on the basis of the Computer Match. Of the 40 graduates 25 or 62% have been successful in either terms of employment, pursuing high school equivalency or entering college.)

Over 500 employment and training situations are listed on the BICC Computer Match Register to be matched against clients whom BICC serves. The other dimension, which no other agency can match, is the capability of selecting potential employment candidates out of a people bank when requested by an employer. By running a job's characteristics against those of people stored in the computer, BICC can produce instant candidates for referral. The Office of Economic Opportunity is using the Cleff Matching System to process 1200 persons in the City of Newark through its system to be compared with the traditional methods of job placement. Adaptive Systems, Personnel Data Systems, the corporate name for the Cleff Matching System subcontracted its recruitment, counselling, placement function to the BICC who has the most experience anywhere in the nation with the day to day application of the Cleff Matching System.

Some examples of relative successes using Computer Match and in depth counseling are shown by the case histories and the Whippany Paper Board Company story which follow.

CASE HISTORIES OF BICC CLIENTS WHO HAVE PERFORMED  
SUCCESSFULLY THROUGH BICC COUNSELING AND PLACEMENT DURING 1970-1971

Miss X, nineteen years old, and a one year Liberal Arts student at Rutgers was working as a cashier, clerk typist, and most recently a dietician aide. She left Rutgers due to dissatisfaction. Miss X had good typing skills and steno-type machine knowledge.

Computer analysis showed high interest in management, clerical, artistic and creative areas of employment. Further consultation showed her potential as an administrative assistant with further training. She is now attending Essex County College of Business and working as a receptionist while being groomed at her place of employment as an Executive Secretary trainee.

Miss R.W., a high school graduate, age 20 and a one year Newark resident completed a course in keypunch operation in 1970 but characteristically had no experiences to get a job in that field. Miss R.W. worked then as a messenger in a Newark hospital.

Analysis at BICC showed a strong preference to work with people along with clerical and professional skills. Miss R.W. is now attending Essex College of Business through BICC in the Executive Secretary's course.

Mr. L.H., an eighth grade dropout was referred to BICC by the N.J. Rehabilitation Commission. He was employed in a local department store as a clerk in the stock and receiving department for eleven years. Mr. L.H. was laid off due to drastic budget cuts and had been job hunting for months resulting in self dejection, discouragement, and frustration.

Computer analysis indicated Mr. L.H. had no set occupational direction with difficulties adjusting to his environment based upon his likes and dislikes. After considerable counseling, Mr. L.H. was prepared for a new employment situation and is now working as a clerk in the shoe department of a local Department store.

Miss V.H., age 28 came to BICC three weeks after moving to the U.S. from England. A high school graduate from British West Indies, her work included sewing machine operator and a street car conductress.

Matched to a job as stock transfer clerk at a main branch of one of the largest banks, she was hired immediately. She has been promoted to Junior and Senior Operator with salary increments. The bank has been extremely happy with her and the other two direct matches to jobs in their institution.

## WHIPPANY PAPER BOARD COMPANY, INC.

An example of BICC's ability to find workers was typified by the dilemma of Whippany Paper Board Company located in Whippany, N.J., they had high turnover problems largely due to transportation and dusty working conditions. Potential workers had no transportation to get there. While exhausting efforts via NJSES, the company approached BICC which profiled the job and ultimately referred nine persons of which 7 were hired. Two simply did not show up.

Significant were the facts that Whippany Paper Board knew of BICC and the matching system. So enthusiastic were they that if BICC referred persons, all the candidates had to do was pass the physical.

In addition to the referrals, BICC encouraged the use of a bus arrangement leaving each morning from downtown Newark to transport workers to Whippany. One incentive was if the individual worked the full week, in lieu of \$2.00 per day bus costs, the company would reimburse him. Therefore transportation cost the worker nothing. A letter from the company to BICC thanking the agency for its help is on the next page.

## WHIPPANY PAPER BOARD Co., INC.

10 NORTH JEFFERSON ROAD WHIPPANY, NEW JERSEY  
N Y PHONE RECTOR 2-0500 N J PHONE TUCKER 7-3300  
PHILA PHONE WALNUT 2-7715

B I C C  
46 Branford Place  
Newark, N.J.

Messrs: Tom Boyken  
Ron Harris

Gentlemen:

We want to thank you both for your help and cooperation in setting up our recruitment and bussing program.

The first few days look very encouraging and we will keep in touch as replacements are required.

Again thank you for your help and a job well done.

Sincerely yours,



Robert K. Shaw  
Assistant to the President

RKS/gn

# BICC-CO-SPONSORED SATELLITE TRAINING CLASSES

BICC began Satellite Training Classes in 1966 (classes outstationed at a co-sponsoring employer's premises) at Western Electric, the Boys Club, the YM-YMCA, Public Service and others. In March, 1971 BICC started them again with the Bell Telephone class. Soon after, Prudential, Mutual Benefit, and Rutgers University classes were instituted. In October, 1971, a Bank Teller Training Program co-sponsored with the National Newark & Essex Bank became the sixth training program of this year.

BICC provided recruiting, selection, counseling and job placement. The numerical distribution of the total students including those currently enrolled is as follows:

Total recruited and accepted for clerical classes	114
(a) Clerical training	101
(b) Bank teller program	13
(c) Presently attending classes	61
(1) clerical	48
(2) bank teller	13
(d) Total graduates to date (1971)	40
1. employed	15
2. attending college	2
3. pursuing high school equivalency	4
4. advanced clerical class	5
5. attending cook school	1
6. not looking for work	10
7. whereabouts unknown	3

I have learned a lot in the past couple of weeks. I know this because, before the course, I didn't have one idea of how to type a simple letter. In the last week I got into the most important part of this course. Now, I am able to at least have a decent letter. It is more. That is why I feel I have learned a lot.

The course has taught me things that I will need in order to find better employment. First of all the techniques I have learned are very important even for a simple yet, not so simple typing job. The only thing I knew before hands was just typing, more. Now I know some techniques that will help for a better job.

There is not too much to say for Mrs. Blakeley except that she is one of the persons who really knows her work. She is a person for whom people do what they do. In other words she has their pleasure. How a teacher, she is a teacher.

### My Experience at B.I.C.C.

I think that in the period I attended class at B.I.C.C. I have learned the key board more better. Especially the numbers and symbols. Because I don't really remember having it in school, or I was in another world when they gave it. I learn how to use the dictaphone and the delicate care you have to give them to them keep from breaking the points on the charger section. I have learned how to type at a more faster speed and would like to keep up the pace if I could in the near future. I learned that in obtaining a job there are three basic things the Employer look for 1, Personalities 2, Dress 3, Also when you apply for a job to show the employer that you are interest in the position required. And when taking a typing test the most important thing is having the speed to get in, because after you get in there is no real problem. I think one way the program could be improved is to have more work in letter writing. Also to learn more about the different parts of the type writer such as sitting the margin.

Typing may be valuable as far as being able to write faster by machine than hand but I think that typing alone isn't enough. One thing that I have learned is that it's best to type plus learn something else.

Basic education: I've learned from this particular class a little improvement mathematically but not enough, grammar and English also.

I would like to learn more.

The only improvement I could think of would be more time.

Comment:

I think the idea of the class is very good. It's well handled. It's really up to the individual himself as to how well you listen and how well you understand what you have learned.

I think that the typing class here wonderful and I've learned much within the past week. From the basic education I've learned how to prepare myself for job interviews, tests and have group discussions. The only way I think the program could be improved is to eliminate the dictaphones especially the days that you're really down and out. Otherwise they're great. I feel future trainees will benefit from the program because here they'll get the basics in typing.

My general comments are that I've enjoyed coming to class because I've met new friends the teachers are wonderful and very understanding and the Vocational Analysis is a nice person who enjoys working with people.

BICC - National Newark and Essex Bank  
Co-Sponsored Teller Training Course

Beginning October 12, 1971 through December 16, 1971, BICC and the National Newark and Essex Bank co-sponsored a teller training course. Composed of 19 persons, the candidates were all computer matched to the class. It has been found to date that the class is more interested, animated, and motivated than any other class sponsored by the bank to date. In addition all members of the class passed the tests offered as a prerequisite by the bank. There is a strong feeling that every candidate will graduate.



## NATIONAL NEWARK & ESSEX BANK

744 BROAD STREET NEWARK, NEW JERSEY 07102

J. R. P. RAND  
Assistant Vice President  
October 1, 1971

October 1, 1971

Mr. Thomas A. Boykin, Management Assistant  
Business and Industrial Coordinating Council  
46 Branford Place  
Newark, New Jersey 07102

Dear Mr. Boykin:

Enclosed you will find an outline of our teller training course as requested. As discussed, we will reduce the number of classes from 20 to 19, with the first class to be held October 12, 1971 and graduation on December 16, 1971.

Classes will be held on the following dates:

October 12, 14, 19, 21, 26 and 28.  
November 3, 4, 9, 11, 16, 18, 23, and 30.  
December 2, 7, 9 and 14.  
December 16, graduation.

Very truly yours,

Assistant Vice President



*Nine graduates of an accelerated course in office skills sponsored by Mutual Benefit Life in cooperation with the Business and Industrial Council pose for their class picture. Joining the women are Mrs. Desuree Holland (standing, fourth from left), instructor, and Miss Ellen Roemer (seated, center), a representative from the Council.*

## Ten Women Receive Certificates At Home Office Ceremony

Ten women who completed an accelerated course in office skills were awarded certificates by John S. Clarkson, Secretary and Director of Personnel, at a ceremony held at the Home Office August 19.

The commencement capped a 10-week course which covered typing, filing and other basic office skills. The women met three nights a week on the 17th floor from 6:00 to 9:00.

Desuree Holland, a teacher at Thomas Jefferson High School in Elizabeth, served as instructor. The classes are co-sponsored by major business firms in co-

operation with the Business and Industrial Coordinating Council. It was the ninth such course conducted by Mutual Benefit Life.

Mrs. Holland, who has taught six of the courses at the Home Office, attributed the success of the program to the fact that "adults are motivated to perform and they bring enthusiasm to the classroom." She has found that the women maintain contact with her and their classmates and remarked that "One of the most satisfying aspects of teaching is to be able to follow the future progress of my students."

## DEPARTMENT OF LABOR CLERICAL TRAINING PROPOSAL

BICC is truly an opportunistic agency. Noting that there is a consistent backlog of applicants for the clerical training classes at the Newark Skills Center under the auspices of the State Employment Service, BICC formulated a proposal to the Department of Labor to train clerical persons. Upon thorough research into the problem, it was learned from reliable Skills Center sources that during 1971, 1500 persons are backlogged and on a waiting list for the Clerical Training Curriculum. During the backlog period which may last for one to one and a half years, the applicants are either discouraged, shunted into low level jobs, retained on welfare, or uninvolved in any form of training or employment.

BICC is working to fill the need and the vacuum of additional classes for training in clerical skills and the lack of viable sources for those who are delayed in obtaining the tools to be self sufficient. The proposal is currently being processed through the Department of Labor's Regional Office for final approval by Trenton. Both Commissioner Ronald Heyman of The Department of Labor and Industry and Mr. Ralph Geller, Essex County State Employment Service Director have been most helpful.

The Clerical proposal calls for training 180 persons full time over 15 weeks with student stipends. The operational cost is only \$176,000. In addition, 90 persons will be trained part time at a lesser stipend over the 15 weeks. The project in its entirety with stipends will cost \$415,308.60.

BUSINESS INDUSTRIAL COORDINATING COUNCIL's

'WORLD of WORK'

CLERICAL TRAINING PROPOSAL

August 1971

Roland E. Stewart  
Executive Director



46 BRANFORD PLACE  
NEWARK, NEW JERSEY 07102

## PURPOSE OF PROGRAM

This program is designed to train unemployed and underemployed persons, who will be placed in day and evening classes and to upgrade presently employed entry level persons.

B.I.C.C. will train 180 persons full time and 90 persons part time through its "World of Work" Clerical Training Program. It is also anticipated that those persons who satisfactorily complete the training program will be placed on a job providing both skill, upgrading and On-The-Job-Training.

(1) Training for Unemployed Persons: (Entry Level)

Those persons seeking training who are presently unemployed will be expected to enroll in day classes.

(2) Training for Employed Persons: (Upgrading)

Those persons who are employed prior to training will be enrolled in evening classes. These classes will take place three nights a week for three hours each night.

(3) Maximum number of persons in each training class will be 15.

The disadvantaged worker is here afforded an opportunity to enter into the mainstream of business. He is trained, job placed, and given On-The-Job-Training (OJT) by his employer. To support this OJT, the participant will be given extensive training in job related areas, (i.e. required education, reading, counseling, good work habits and attitudinal enlightenment). These efforts are designed to mold a well motivated individual who is qualified to produce on an equal par with or hopefully beyond the average worker in the community. The end result is thus a productive employee.

# CHARACTERISTICS AND NEEDS OF PERSONS TO BE SERVED

This "World of Work" Clerical Training Program was devised through the efforts of BIOC. The function of this program is, in essence, to place unemployed and underemployed workers in meaningful occupations. The aim of the program is twofold: first, to give an opportunity to the members of this group to obtain jobs of responsibility, and second, to ease the shortage of skilled workers in certain areas of our business community.

The City of Newark is a clear example of the central city "crisis". It is plagued by problems of physical decay, poverty and racial tension. At present, the city has the highest percentage of substandard housing of any city in this nation; it ranks fifth in unemployment and boasts the highest crime rate in the country per 100,000 population. The city itself is composed of disparate segments displaying great variables in labor force characteristics as seen below.\*

Selected Major Occupation Groups		<u>White</u> (In Percent)			<u>Non-White</u>		
		100 Cities		Newark	100 Cities		Newark
		Poverty Areas	Non-Poverty Areas	Poverty Areas	Non-Poverty Areas		
I	White Collar Worker	35.4	56.7	50.4	17.5	33.0	20.9
	A Clerical	15.7	20.2	21.1	9.3	16.3	11.5
II	Blue Collar Workers	48.9	32.3	39.7	48.0	37.9	57.4
	A Operatives & Kindred Wrks.	29.0	16.0	19.5	28.3	22.4	38.4
	B Non-farm Laborers	5.3	2.8	5.8	13.6	7.6	8.7
III	Service Workers	13.5	10.4	10.0	34.0	28.1	21.6
	A Private Household	1.6	1.9	0.3	10.6	9.9	6.8
	B Other Service Workers	11.9	8.5	9.7	23.4	18.2	14.8

\* Note: These are figures released by Newark CAMPS Office Feb. 1970.

## RECRUITMENT - ELIGIBILITY AND SELECTION

### A. Recruitment

Prospective participants will be recruited from all available community sources. The local community agencies as well as walk-in applicants to BIOC will be notified as to the availability of the clerical training slots.

Each prospective participant will be interviewed:

- (1) to explain the nature of the training program
- (2) to determine his eagerness to participate
- (3) to evaluate his capacity to participate

### B. Eligibility

1. Male or female - minimum age of 17 years
2. Resident of Essex County
3. In order to receive stipends if available, participants must fall within NAB-DOL "economic criteria."

### C. Selection

The Cleff Matching System sponsored by BIOC is the most effective method to date of involving the individual himself in his vocational analysis and to actually help direct his own fate. It further eliminates the "fill the quota" method often employed by agencies conducting training. Therefore, in keeping with our concept of effective training programs through accurate analysis of available talent, we will utilize the Cleff Matching System.

## CURRICULUM DESIGN

### I Purpose

The purpose of this curriculum is not necessarily unique or new but rather basic. However basic the curriculum, it allows for immediate modification based on the particular need of business and /or industry. The course of study is for career development in the area of Commercial Business Education. We should also keep in mind this curriculum is designed for "grass roots" or deprived individuals. Usually these individuals are mis-products of their society, ultimately school dropouts, pushouts and/or Hispanic people who have little or no command of the english language.

### II Curriculum Development

#### A. Education - 225 Hrs. (15 wks.)

A great emphasis is put into the completion of the high school requirements but a greater emphasis is put into a job related education program which is run concurrently with the skill training. The requirements of this curriculum are derived from the fact that we use computerized information for selection, counseling and placement of the trainee as well as being instrumental in development and/or modification of the curriculum as would be directed by business and industry.

1. Basic and related remedial education in reading.
2. Basic and related remedial education in writing.
3. Basic and related remedial education in computation of figures.
4. Oral and related Communication.

## B. Skills Training

### 1. Business Skills Curriculum

#### (a) Objectives

- (1) To develop basic operating techniques of: Proper care and maintenance of the typewriter; keyboard knowledge; correct fingering; even rhythmic stroking; keeping eyes on copy; correct position at the typewriter.
- (2) To develop and maintain good work habits such as: Following directions; organizing work efficiently; communicating effectively; maintaining a neat work station; completing work promptly; setting priorities; increasing ability to concentrate; using time and material efficiently.
- (3) To develop good composition and proofreading skills by using a variety of drills and exercises including, spelling, punctuation, sentence structure and proper use of the dictionary.
- (4) To develop skill in typing; tabulation problems; correspondence; business forms; manuscripts; outlines; rough drafts.
- (5) To develop good judgement in setting up arranged and unarranged typewritten copy in satisfactory form and appearance.
- (6) To develop speed growth and accuracy in production work and timed writings.
- (7) To develop increased skill in the mastering of numbers and symbols.
- (8) To acquaint the student with the details of business practice in the offices of the community and to guide the student toward occupational efficiency.
- (9) To develop an exposure to correct or accepted filing procedures

#### (b) Beginners Typewriting - 120 Hrs. (8 wks.)

An initial course in typewriting which consists of the mastery of the keyboard, including figure association, special characters and the beginning of the continuity of writing. A minimum of

25 words per minute should be achieved during this period.

(c) Advanced Typewriting - 60 Hrs. (4 wks.)

Special emphasis is given to the attainment of speed and accuracy in the continuity of writing; mastery of tabulation; typing from rough drafts; preparation of business forms; developing good composition and proofreading skills; typing of outlines and manuscripts.

(d) Office Practices and Procedures - 45 Hrs. (3 wks.)

The training will be taught to perform any combination of the following and similar clerical tasks not requiring knowledge of systems or procedure: Writing or typing bills, statements, receipts, checks, or other documents; count, weigh or measure materials; sort and file records; address envelopes or packages by hand or with typewriter or addressograph machine; stuff envelopes by hand or envelope stuffing machine; answer telephone, convey message, and run errands; stamp, sort and distribute mail; stamp or number forms by hand or machine; prepare stencils. Typing speed during this period will be expected to be in the area of 50 - 55 wpm.

**Counseling:**

Counseling on an extensive and intensive basis, is essential for the types of trainees contemplated. Accordingly three levels of counseling are being provided.

- 1) The BIOC will counsel all applicants as a part of their regular procedure.
- 2) Upon training assignments, devote exclusive and continuing attention to the participants.

- 3) Group orientation meetings will be conducted throughout the training period, but more concentrated at the beginning and towards the end of the training program. These sessions will be directed at the attitudinal and personal limitations of the participants and in the development of constructive, positive behavior in them that will help them in their approach to the training itself as well as toward their potential employers.

#### EVALUATION AND FOLLOW-UP

The BICC will conduct an ongoing evaluation of the training program operations and those of its sponsor both in terms of effectiveness and efficiency in meeting their objectives.

The BICC will conduct active research in selected problems of key importance in the total unemployment and unemployability problem area.

The BICC will collect as much data as possible to describe (1) the trainee, (2) the services provided to the trainee, (3) staff activities, (4) operations of other agencies with which the project will be involved.

The BICC will maintain all applicable records for audit and research purposes upon completion of the project.

## JOB DEVELOPMENT &amp; PLACEMENT SERVICES

A major goal of the project is prompt placement of the trainees in meaningful (employment) opportunities. The job placement personnel will attempt to locate employers that are willing to:

- (1) Hire with reasonable entrance qualifications
- (2) Offer and provide On-Job-Training (OJT)
- (3) Provide for systematic upgrading from entry-level jobs.

The BICC will call upon its membership to actively involve themselves in accepting these graduates into their respective companies.

\*\*\*\*\*

## SUPPORTIVE SERVICES

Most persons who shall become involved in the BICC clerical training program will be residents of ghetto neighborhoods, members of minority groups, poorly-educated and without marketable skills or knowledge of suitable vocational opportunities available within the community. Many will have problems in the areas of health, finance, family, etc. BICC itself does not possess a full range of services to meet such problems; however, it recognizes that unless the total needs of the trainees are met, job placement alone will be insufficient. BICC will supplement the training program by providing counselling aid through case-by-case referral to public and private agencies in Essex County with the professional expertise for treating such problems.

The following is a list of cooperating supportive services agencies:

- Career Orientation and Preparation for Employment (COPE)
- Community Information and Referral Services
- Essex County Department of Referral Services
- Essex County Legal Services
- Field Orientation Center for the Underprivileged Spanish (FOCUS)
- Jewish Vocational Service
- Montclair Community Service Center
- Mount Carmel Guild (multi-family services)
- National Alliance of Businessmen (NAB)
- New Jersey Bureau of Vocational Rehabilitation
- New Jersey State Employment Service
- Total Employment And Manpower (TEAM)
- United Community Corporation
- Urban League

<u>PERSONNEL</u>	<u>RATE</u>	<u>ANNUAL COSTS</u>
1 Project Director	\$ 15,000	\$ 15,000
1 Administrative Secretary	6,400	6,400
1 Sec. Bookkeeper	7,200	7,200
2 Typing Teachers Full Time	9,600	19,200
1 Education Teacher Part Time	4,800	4,800
1 Typing Teacher Part Time	4,800	4,800
2 Vocational Analyst (Counsellors)	12,000	24,000
1 Clerical Assistant	5,800	5,800
Sub Total		\$ 106,400
Fringe Benefit 15% Full Time		14,520
Total Personnel		<u>\$ 120,920</u>
<u>Travel</u>		
3 Persons 100 mi. per month		\$ 1,200
Supplies (Clerical & Computer)		1,500
Insurance (Liability, Etc.)		1,200
Consultant's		
(1) Audits & Inventory \$75.00/day x 10 days		750
(2) Professional		5,000
Equipment		
(1) Rental		3,000
(2) Purchase		10,350
Rent		<u>24,000</u>
Communications & Publications (Including Conferences)		
Total Personnel		\$120,920
Total Operations		55,600
Total Stipends		184,950
30.5% Admin. Burden		<u>53,838.60</u>
		\$415,308.60

## STIPEND BREAKDOWN FOR PARTICIPANTS

The formula for determining stipend for participants is as follows:

## A) Full Time

- (1) Number of participants x number of weeks x \$60.00  
per week = stipend.

$$180 \times 15 \times \$60.00 = \$162,000$$

- (2) Number of participants x number of weeks x \$3.00  
per weeks = Travel allowance.

$$180 \times 15 \times \$3.00 = \$8,100$$

\$ 162,000

8,100

Total for full time ----- \$ 170,100

## B) Part Time

- (1) Number of participants x number of weeks x number  
of sessions per week at \$2.00 per session:

$$90 \times 15 \times 4 \times 2 = \$10,800$$

- (2) Number of participants x number of weeks x \$3.00  
per weeks = Travel allowance:

$$90 \times 15 \times \$3.00 = \$4,050$$

\$ 10,800

4,050

Total for Part Time----- \$ 14,850

Total for Full Time ----- 170,100

Total stipends for project ----- \$ 184,950

## BIOC INPUT INTO MANPOWER ACTIVITIES

BIOC is continually coordinating manpower activities interest among the agencies in the County. It worked closely with the Greater Newark Chamber of Commerce in its consortium providing the heart of the proposal and securing the services of one of the leading Human Relations Training firms in the East. BIOC directed the attention of Camps, Department of Labor, Department of Vocational Education, and the Public Employment Program to the bias-free selection process of the computer match. The New Careers Health Occupations Training Program sponsored by the State Department of Labor intends to use the Matching System in the selection of its students. (See Joint Participation Agreement on reverse.) The Essex County Board of Freeholders is pondering the use of the match system in hiring at Overbrook Hospital and to analyze its current employees as to suitability and promotion potential. The 3M Company is exploring the same kind of analysis for its company. Two colleges, Rutgers and Montclair State are exploring the possibilities of using the match for guidance counselling of potential college drop-out students. All of the foregoing sources are potential income sources by way of contributions to help defray BIOC expenses when utilizing its services.

In addition to manpower activities, the BIOC Executive Director has been requested to serve on the Mayor's Task Force on Economic Development and his Task Force on Veteran Employment. BIOC was represented by its staff at the State Employment's Veteran Job Mart held at Seton Hall during September, 1971.

JOINT PARTICIPATION AGREEMENT

TO: NEW CAREERS HEALTH OCCUPATIONS TRAINING PROGRAMS

(Insert name of Institution or Agency)

The Business & Industrial Coordinating Council

will appoint a representative to be available for the proper integration of the efforts of the agency named above, for the development of Health Occupations Training and Education Programs designed to prepare local disadvantaged persons with at least a fifth grade reading level for entry into, and to move up a career ladder to positions in the health field commensurate with their interest and ability.

We understand and accept that active interest and involvement will entail participation by our appointed representative in the development and implementation of the following:

1. Health Occupations Curricula
2. Testing Level I and Level II of the Proposed Career Ladder Concept.
3. Counseling, Guidance and Evaluation Plans.

Signatures:

(1) Official Signing For Agency:

Richard E. Edmund

(2) Appointed Representative:

Thomas G. Bryner

BICC INVOLVEMENT WITH  
THE COLLEGE OF MEDICINE & DENTISTRY OF N.J.

The Executive Director of BICC has been requested by Dr. Stanley S. Bergen, Jr., President of the College of Medicine and Dentistry of New Jersey to serve as one of a three man committee to study and make recommendations for the administrative organization and structure of the Martland Hospital in Newark, N.J. and to the future status of the now acting Administrator. This is the latest of several direct involvements affecting the administrative stance of the College undertaken by BICC.

The Executive Director was responsible for a revision of training priorities to include emphasis on Allied Health Professions and upgrading of persons throughout the hospital. The Executive Director consistently pushed for and sought a delineation of an organizational structure in order to pinpoint managerial responsibilities. The Director also affected retention of the Coronary Ambulance Squad as an essential adjunct to effective Coronary care. Serving as a member of the Board of Concerned Citizens, a group created by the College's Board of Trustees, the Executive Director has been continually vocal and insistent about better employee relations, a viable grievance procedure, a budgeting mechanism which relates to the needs of the community and ultimately, better patient care. BICC was instrumental in short circuiting a sit-in at the Martland Hospital in December, 1970. The BICC Director met with Chancellor Dungan, Governor Cahill's representatives, Board of Trustee members, and College Administrators to alleviate the tensions and pave the way for effective dialogue between administration and the community. The Executive Director spends at least 11 hours a week in administrative counselling and management relations training at and throughout the college complex. Most recently, the Director co-authored a position paper of the Concerned Citizens pointing out that group's purposes, objectives, and concerns. (Copy attached.)

POSITION PAPER OF THE BOARD OF  
CONCERNED CITIZENS AT THE COLLEGE  
OF MEDICINE & DENTISTRY IN NEWARK

INTRODUCTION

In the normal course of human activity, some anxieties will be aroused among persons affected by reshaped institutions or manner of doing things. Based upon this premise, the Board of Concerned Citizens felt compelled to present a position paper related to what it is about and its overall objectives. Thus the following is herein stated, subject to inevitable changes, the purposes and directional thrust of that body.

I. BACKGROUND

The Board of Concerned Citizens was established by the Board of Trustees of The College of Medicine and Dentistry of N.J. on February 11, 1971, in response to varied dissatisfactions strongly expressed by both employees of the hospital and college, faculty members and community organizations who felt that the legitimate rights and grievances had been too long ignored. Coupled with this were the continued complaints being made by consumers who utilized the college and hospital facilities.

Because of many unkept promises, resulting from a lack of direction and commitment to affirmative programs it was felt by both Board of Trustee members and community groups, that an independent advisory body had to be created.

Thus the birth of the Board of Concerned Citizens. This Board was charged by The N.J. College Board of Trustees with the responsibility of advising members of the administration and faculty of the College/Hospital and the Board of Trustees in those areas which its members consider appropriate to its responsibilities, and to

make recommendations as to actions to be taken by the Hospital/College, or the N.J. College Board of Trustees.

## II. PURPOSE

The fundamental purpose of the Board of Concerned Citizens is to work cooperatively with all other health workers and with communities within the Greater Newark area in a partnership which will enable the entire institution (College/Hospital) to better promote and protect health in its fullest sense ----- making for greater physical, mental and social well-being of all who may possibly have access to the facilities of The College of Medicine & Dentistry of N.J. at Newark.

The Board of Concerned Citizens sensitive to the desires, needs, and concerns of the total State community, intends to maintain fiscal and programmatic accountability to citizens of its immediate vicinity and to all taxpayers of the State. The Board shall negotiate, recommend, and seek the finest most effective and humane medical care for citizens served, and the finest available medical training for the varied health professions the college teaches within its confines. The body will further endeavor to increase the institution's responsiveness to the health needs of the community it serves while fulfilling the college's commitment to better health standards for the populace of the State and nation through training and applied medicine.

The Board states unequivocally that it neither desires to control the college nor fill employment opportunities with candidates of its own choosing. As long as firm, fair, evenhanded application of universal human dignity is extended to professional and other employees of the facility and to the served community, the Board will support and encourage administrative and professional activities, programs, and decisions. The Board of Concerned Citizens will actively assist in effecting first class services, training, administration, and development of what they per-

ceive as an overall and sincere attempt to make excellent medical care an American standard.

### III. GUIDELINES

Functions in which the Board of Concerned Citizens should actively participate will include, but not be limited to, the following areas:

1. In relationship to planning for the College/Hospital, work on and make recommendations for the establishment of priorities and planning for future activities.
2. Students, employees, faculty and community residents have sought and requested assistance from the Board of Concerned Citizens. This Board has an obligation and direct responsibility to investigate and make recommendations to correct and alleviate those concerns that are brought forth.
3. Review and comment upon proposed allocation of funds within the College/Hospital.
4. Assist in judgement as to the needs, quality, and/or termination of services rendered to consumers.
5. Assist in long and short range planning for the College/Hospital through appropriate committee structure within the Board of Concerned Citizens.
6. Members of the Board may participate in the recruitment, review, and interviewing of applicants for positions at the College/Hospital, and will assist the administration of the college in developing appropriate recruitment programs for students in all professional schools at Newark.
7. As the role of the College/Hospital in providing Health Services and facilities broadens, the Board of Concerned Citizens shall also increase in its role and functions of responsibility in line with the previously stated purposes.

8. The Board shall function in areas related to human resources not in conflict with collective bargaining agreements.

#### IV. STRUCTURE

The Board of Concerned Citizens Standing Committee structure at present is as follows:

1. Budget Management
2. Employee Relations
3. Job Programming
4. Communications
5. Facilities and Services (Housekeeping)
6. Outreach
7. Education and Training

The composition of the Board includes persons representative of College and Hospital staffing and representatives of the community from the Greater Newark area. The foregoing structure may be expanded to add and delineate specific responsibilities not yet included.

#### V. BOARD CONTACT

The Chairman of the Board of Concerned Citizens is Dr. Carroll M. Leevy. Inquiries can be directed to the Board or its committees by telephoning Mrs. Hill, secretary to the Board at 877-4300, or by writing to its Chairman at the College of Medicine & Dentistry of N.J. at Newark, 100 Bergen Street, Newark, New Jersey 07107.

## N.Y. GIANTS STADIUM IN EAST RUTHERFORD

In response to the commitment of the Giant Football team to become tenants of the East Rutherford Stadium Complex in 1975, BICC responded to what has been termed a "tremendous equal opportunity "opportunity"". BICC asked Governor William Cahill on May 12th to kindly inform us what planning and actions have been incorporated in the Stadium undertaking to include minority economic development and opportunities. To date there has been no reply. On September 20th, BICC wrote to 250 organizations and agencies alerting them to the problem and encouraging action on their part to the State Fathers. BICC continues to be a primary advocate of 'priorities involving minorities' in employment and training opportunities.

The Methodist Ecumenical Ministry, Newark Joint Law Reform Project, Assistant Commissioner of Dept. of Community Affairs, Eugene Deutsch, and the Gateway Newark Airport Action Coalition are among those responding to arousing interest in affirmative action programs.

We have received a recent reply from Mr. Eugene F. Deutsch, Assistant Commissioner of the Department of Community Affairs related to the problem.  
(Copy attached)



State of New Jersey

DEPARTMENT OF COMMUNITY AFFAIRS

LAWRENCE F. KRAMER  
ACTING COMMISSIONER

363 WEST STATE STREET  
POST OFFICE BOX 3766  
TRENTON, N.J. 08623

October 29, 1971

Mr. Roland E. Stewart  
Executive Director  
Business and Industrial  
Coordinating Council  
46 Branford Place  
Newark, New Jersey 07102

Dear Mr. Stewart:

In keeping with your request, I have conveyed to the New Jersey Sports and Exposition Authority the concerns which you expressed in your letter of May 12 to Governor Cahill regarding the effect of the sports complex on the greater Newark economic market.

As you know, the Authority was created to build and operate a sports complex that could serve, in the words of Governor Cahill, as "the catalytic agent" for the overall development of the 20,000-acre meadowlands district. The Governor has further stated that the establishment of a major sports complex that could attract one or more major league teams would "benefit the economy of the State," providing new industrial, commercial and residential development and employment opportunities for residents of the entire region.

The Authority has not yet formulated detailed plans regarding construction employment, bids, goods and services, concessions, other ancillary kinds of activities and the training programs and recruitment methods that will eventually be considered. But certainly there will be no attempt to preclude any segment of our population from participation in these new opportunities.

The Authority is presently involved in litigation initiated by the State to test the constitutionality of the new agency and, as a result, all of its plans must be held in abeyance, pending the final decision. Until that time, the Authority is obliged to withhold further comment.

Nevertheless, I want to assure you that the points which you raised in your letter to the Governor and later expressed to me in person will be taken into consideration by the Authority if and when it is in a position to proceed with its statutory mandate.

If you should want to discuss in detail any aspect of the Sports Authority's plans or expectations, I suggest you contact Mr. David Werblin, who is chairman of the agency. Address any correspondence to Mr. Werblin, in care of the Sports and Exposition Authority, State House, Trenton, New Jersey, 08625.

I am sure he would be delighted to arrange a meeting at a time and place convenient to you both so that your concerns might be openly discussed.

Sincerely,



Eugene F. Deutsch  
Assistant Commissioner

THE WORLD OF CONSTRUCTION  
THE WORLD OF MANUFACTURING

When the school year of 1971-1972 opened, all the Junior High Schools of Newark had as part of their curriculum the Worlds of Construction and Manufacturing. This accomplishment is the result of three years of research, application and innovation stimulated and pursued vigorously by the BICC Education Committee. Along with Western Electric, BICC introduced the concept of manufacturing and construction in all of their related aspects into two, three, then all of the Junior High Schools in Newark. Improved reading levels relevant interest in today's world of work, and exposure to a vast cross section of academic concerns have been among the benefits derived from this activity. The enthusiasm generated by the Industrial Arts Curriculum has been so immense that Dr. Franklyn Titus, Superintendent of Schools is anxiously awaiting BICC's current thrust of introducing The World of Finance into the school system. BICC has explored this possibly with Drs. Don Lux and Willis Ray of the University of Ohio. These two gentlemen are the co-authors of the Worlds of Construction and Manufacturing funded by the Office of Education.

With the Worlds of Construction and Manufacturing as a base in Junior High Schools, and the introduction of The World of Finance, BICC has other ultimate goals for our changing educational system. The entire World of Communications involving Language, Communications Arts Media, the the related skills woven throughout these areas is still a mystery. The World of Economics and Politics (National and International) are to be explored. The secondary school should include these and other areas, since the bulk of our population does not attend college where these concerns are offered.

By SANDRA KING

Industrial arts is generally a fancy title for the traditional shop class set up in many schools. It is a subject that has remained a stodgy subject for generations.

But in Newark junior high schools this year, seventh and eighth grade boys are in for a surprise. Instead of making

a lamp to put in a home, they may be learning to install a house or put it in.

Arts Education Program (AEP) is a new state educational policy that is giving students a broad overview of the modern world connected to the State

Department of Education. IACP has been in the state for 10 years.

The new approach to industrial arts was set up by the New Jersey Board of Education in 1968 by the Business and Industry Coordinating Council (BICC), a Newark-based, nonprofit, job development and placement agency for minorities.

They know at Ohio State which developed the program in conjunction with the University of Houston that something hadn't worked. It got worse, industrial arts said High Boardman, chairman of the BICC Board of Education, and eventually re-elected director for Western

Illinois. "I think a lot of boys had become a hobby, course and a dump," a group for the kids who weren't achieving," Boardman said, "but it should be a way to show them how to shape his

Boardman and the BICC persuaded the Board of Education to try the new curriculum and since 1968 two Newark junior highs—Webster and West Kinney—have served as demonstration centers.

Based on the success of the last three years, the board has decided this year to install the IACP program in all of the city's junior high schools.

IACP will take the place of "manual training" or "shop" for the seventh and eighth grade boys, who will attend the new class daily—learning the theoretical and practical sides of building and industry.

According to Boardman, the Board of Education has good reason to expand IACP city-wide based on the success that was shown at West Kinney and Webster.

While conceding that no scientific study of the program

and its results has been done in Newark, Boardman and an informal survey of teachers and principals at the demonstration schools indicated those boys who took the special class showed improved academic achievement and fewer absences and discipline problems.

Before the end of the school year, the BICC and the Board of Education hope to do an in-depth study of IACP in Newark and Boardman expects the results of it to bear out his contention that the course "creates a learning climate and a desire for learning."

IACP is a two-year program—with "The World of Construction" the topic for seventh graders, and "The

World of Manufacturing" the subject matter for eighth grade classes.

Like many science courses, IACP uses the dual approach of theoretical and laboratory work. The students learn and study the concepts of work organization and building using a textbook specially designed for the course. After a theoretical understanding is secured, the boys apply their new knowledge in practical lab situations.

"They study how things are done and the organization of human effort required," Boardman said. "Then they simulate the work itself doing everything from laying concrete to building model homes, roads, bridges and dams."

The class, which in most



Putting theory into practice: seventh graders at West Kinney Junior High School prepare a wall module for heat and water connections.

1-DAY STAR LEDGER August 22 1971

# Newark widens scope of industrial arts classes



An IACP lab project in rigging and construction is under the watchful eyes of Jan Press.

cases will number 25 students, will be divided into teams of five for the lab work. Each team will have a foreman, recorder, materials man, timekeeper and grievance and safety officer. The teams will compete against each other, getting a

taste of the real world of work.

Boardman maintains that another advantage of IACP is that it is able to give exposure to that is offered. The first project is building of a composite home from the buying

of land and financing of mortgages to the actual construction.

Boardman says that the IACP program is designed to give students a chance to solve real problems and solve many of the problems that they will encounter in the real world.

On November 9, 1971 30\* leaders from business, industry, education and the BIOC Executive Committee along with Drs. Lux and Ray were hosted by the Prudential Insurance Company for an orientation meeting about the World of Finance. The two Ohio State professors explained the psychological and philosophical bases for their proposed venture into the World of Finance. Enthusiastic response by the assembled group is now directed toward obtaining funding of \$38,000 for the preliminary exploration of the Ohio State team to determine feasibility and ultimate Office of Education Funding

"WORLD OF FINANCE"  
LUNCHEON MEETING - PRUDENTIAL PLAZA  
NOVEMBER 9, 1971

#### OHIO STATE UNIVERSITY

Dr. Don Lux  
Dr. Willis Ray

#### BIOC

Marshall Wolf, Co Chairman  
Richard Proctor, Co Chairman  
Joe Partenheimer, Consultant  
Gene Campbell, Education Committee  
H. M. Boardman, Education Committee  
Roland Stewart, Executive Director

#### COMMUNITY

Mr. Kenneth Peterson, North Jersey  
Community Union  
Mrs. Marie Gonzales, Newark Human  
Rights Commission  
Mrs. Eleanor Walker, Muller Street P.T.O.

#### FOUNDATIONS

H. Carl McCall, Schumann Foundation  
Howard Quirk, Victoria Foundation

#### BOARD OF EDUCATION

Dr. Edward Pfeffer, Deputy Supt.  
Miss Theresa David, Acting Ass't.  
Supt., Secondary Education  
Dr. E. Alma Flagg, Ass't. Supt.  
Curriculum Services  
Mrs. Beatrice Geller, Director,  
Secondary Education

#### FINANCIAL COMMUNITY

William Hoffman, Fidelity Union Trust  
Charles Garrison, Bambergers  
Bruno Mancuso, First National State Bank  
Al DeRogatis, Prudential  
Harvey Johnston, Prudential  
John Clarkson, Mutual Benefit  
Robert Neff, U.S. Savings Bank  
Stanley Ososki, Chamber of Commerce  
John Payne, Western Electric Company  
Edward Lenihan, Public Service  
Donald McCormick, N.J. Bell Telephone  
Kenneth Kubicki, Western Electric Co.

## THE BICC MONTHLY FORUM

BICC has been called on to either concern itself with issues or has seen its moral responsibilities related to the issues in question. In being called upon to help, BICC's monthly forum has been the only continuing community sounding board to air those matters related to the community. The forum has included the following:

SPEAKER

Mayor Kenneth A. Gibson  
(July, 1970)

J. Harry Smith, President, Essex  
County College

James Amos, Project Action

Earl Phillips, President Urban  
League of Essex County

Norman M. Kranzdorf, Gateway  
Construction Project

Mathis Sleeper, N.J. Public Broad-  
casting Authority

Roger C. Watson, YM-YWCA

William Ronco, Teacher Sussex Ave  
School

Harry Wheeler, City Hall

Paul Bolanowski, M.D. College of  
Medicine & Dentistry of New Jersey

Gustav Henningburg, President,  
Greater Newark Urban Coalition

Edward Wall and Stanley Kossup,  
Newark Fire Department

Professor Hilda Hildalgo  
Chairman, Aspira

Andrew Washington, Gus Henningburg  
Harry Wheeler

TOPIC

Plans for Newark (Greetings to  
BICC as Former Co-Chairman)

Status of Concerns at Essex County  
College

Community Action

Thrust of Urban League

Building Trades and Gateway  
Construction

N.J. Public T.V.

Jones Street YMCA

Grade School Manufacturing  
Project

Martland Hospital

Teacher Strike

Firemen Recruitment

Aspira and the Spanish Community

Has BICC Lived Up to It's  
Potential?

Dick Edwards, N.Y. Amsterdam News Reporter

David Barrett  
  \

Sister Betty Domingan  
Central High School Teacher

Anton Jungheer, City Hall

Leo Selling, Supervisor, N.J.  
Rehabilitation Commission

Attica and Prison Reform

The United Community Corp.  
Thrust and Purposes

High School Demonstration Project

Newark's Outdated Civil Service  
Procedures

Rehabilitation and Its Impact  
On the Community

## OTHER BICC CONCERNS

## EXECUTIVE DIRECTOR ACTIVITIES

Areas in which BICC leadership has contributed are those related to broad community concerns. The Executive Director is chairman of the Job Programming Committee of the Board of Concerned Citizens of the College of Medicine & Dentistry of N.J. Responsibilities include administrative recommendations for the college along with review and analysis of their table of organization.

The Executive Director is a member of the Mayor's Task Force on Economic Development, The Greater Newark Manpower Area Planning Council, both the Allocations Committee and Research Committee of the United Community Fund, and on the Advisory Committee of the National Alliance of Businessmen.

Acting as unpaid consultant to the YM-YWCA Residential Center For Boys, the Executive Director is also a Urban Coalition Board Member as well as an ex-officio United Community Corporation Trustee. The Director is also serving on the Advisory Committee of the New Careers Health Occupations Training Program. Most recently he has become a member of the Review Council related to the Construction Industry contracts at Newark Airport, Essex County College and the Medical School. This function is a further outgrowth of the Director's chairmanship of the Employment Committee of the Gateway Newark Airport Coalition. (See News Article, Nov. 12, 1971 on reverse)

## SURVEYS

BICC completed five surveys compiling data through interviews and research and released them to the media. The surveys covered the status of the Spanish speaking community, testing practices, equal employment opportunity, job referrals, attitudes and hiring objectives of the business and industrial community. (See News Releases following)

## MINORITY GROUP HIRING ASSURED

# P.A. awards 'affirmative action' pacts

By DAN SHEPHERD

The Port of New York Authority yesterday awarded two contracts for construction work at Newark Airport embodying a federally approved affirmative action program that requires the hiring of about one-third of the workers from minority groups.

Two weeks ago a showdown in the dispute was promised by Newark's black community unless minority workers were hired.

At that time Gustav Henningsburg, president of the Greater Newark Coalition

declared, "We are trying every other option before resorting to physical confrontation, but if the law continues to be violated a physical confrontation there will be and the jobs will be halted."

According to Henningsburg, there is about \$200 million in plus construction either planned or under way in the Newark area subject to the affirmative action pact.

In this action yesterday, the Port Authority awarded a \$5 million contract to the low bidder Schavone Construction Co. of Secaucus for

paving work on a runway and its taxi ways.

It also awarded a \$9.6 million contract covering construction of an underground fuel system to August Arace & Sons Inc. of Elizabeth.

The "affirmative action" program endorsed by the P.A. has two essential features:

- A commitment by contractors to achieve a 25 to 50 per cent employment of qualified minority journeymen and apprentices in all trades.

- A training program in

the construction trades for semi-skilled and unskilled minority workers.

The agreement also includes a Review Council to monitor contractors' performances, approve training programs, refer and classify minority workers based on their skills into either journeyman, advanced trainee or basic trainee categories.

According to the P.A. the Review Council is made up of representatives of the Port Authority, the Gateway Newark Airport Coalition, Mecha-

Please turn to Page 10

Continued from Page One

anical Contractors Association of New Jersey and General Contractors Association of New Jersey.

The authority said the Essex County Building Trades Council and the Union County Building Trades Council have been invited to participate in the work of the Review Council.

The authority said the paving contract will require about 30 journeymen over a two-year construction period.

The company has agreed "to make every effort to have a maximum of 30 per cent minority representation on this job, to employ the number of apprentices permissible under its collective bargaining agreement in order to reach a goal of 50 per cent minority apprentices."

This contractor, an authority spokesman added, "has also agreed to employ a maximum of 13 trainees referred by the Review Council in the following trades: asphalt, workers, carpenters, masons, operating engineers and electricians."

In regard to the underground fuel system project, the authority estimated that it would require as many as 20 pipe fitters during the peak construction period.

Under the terms of the contract, the authority said August Arace & Sons has agreed to make every effort to see to it that between 32 and 34 per cent of the pipe fitters on the job are minority journeymen.

In addition, the contractor has said to have agreed to employ a maximum of four trainees referred by the Review Council and to try to employ apprentices permissible under its collective bargaining agreement in order to reach a goal of 50 per cent minority apprentices.

The Port Authority is among several groups that have

agreed to have agreed to the minority hiring program a plan promoted over the past few years by a committee of minority group organizations headed by Henningsburg.

Such agreements have also been signed by Essex County College, Newark-Rutgers, the Newark Board of Education and the College of Medicine and Dentistry of New Jersey.

THE STAR LEDGER, Friday November 12, 1971

CATEWAY - NEWARK  
AFFIRMATIVE ACTION  
COALITION



46 BRANFORD PLACE  
NEWARK, NEW JERSEY 07102

# Stewart Deplores Black Job Lag

Evening News Staff Writer

The Business and Industrial Coordinating Council is having difficulties in setting up a meaningful dialogue between construction unions and representatives of the black community.

Roland Stewart, executive director of the council, reported yesterday that the initial meeting arranged by the council be-

tween the unions and black community representatives had not produced any worthwhile result.

Speaking at a meeting of the council, Stewart said despite a statement of good faith on the part of the construction unions they had not presented any solutions to the problem of getting blacks into more construction jobs.

He said the unions had presented the "same old arguments" about sending them qualified men and had coupled this with five points which, Stewart said, were no more than obstructions for blacks wanting jobs in the construction trades.

"It goes something like — go to school, get a degree in me-

chanics, apply for a job, take an oral and written examination and then we'll decide whether you are qualified," Stewart said.

More meetings are scheduled between the unions and black community representatives and Stewart said he hoped something useful would come out of them.

THE STAR-LIDGER, Tuesday, March 2, 1971

## Business panel to 'teach' pupils

NEWARK SUNDAY NEWS 15  
 May 2 1971 Sec. 1

### BICC to Discuss School Strike

The Newark school strike will be discussed at the noon meeting of the Business and Industrial Coordinating Council (BICC) today.

The meeting will be held at the Newark Convention Center, 1000 Broad St., at 12 noon. The BICC is an organization of business and community leaders.

The Business and Industrial Coordinating Council of Newark announced yesterday it will take part in a summer project to provide a group of fifth grade pupils with an insight into business.

The project will be an extension of a program begun last summer by William Ronco, a Sussex Avenue School teacher, whose class formed a corporation and sold a product.

This summer, the pupils will get a first-hand view of the operations of the industrial and commercial businesses that make up the council.

Ronco said the class of 30 boys and girls will tour banks, retail stores and industrial plants "to shed light on how these respective businesses differ, yet relate to the pupils' corporation."

The fifth grade class incorporated last summer as the Room 18 Corporation and sold shares at 50 cents each to raise capital. Officers were elected and a product was chosen from a Junior Achievement catalogue.

The product a magnetic spare-key holder, was sold for 75 cents, with pupils receiving 25 cent commissions on each sale. The pupils who assembled the product received salaries.

# SUBURBAN LIFE

THE MAGAZINE OF NEW JERSEY

VOLUME 40/NUMBER 9/NOVEMBER 1970

# NEWARK

## Problems and Progress

The suburbanite may ignore what happens in Newark, but whether he likes it or not he is tied to the city. Its decay and/or affluence affect the whole area

by Carlette Winslow

### Licking Unemployment

One outstanding organization on the positive side of licking Newark's unemployment problem is the Business and Industrial Council with Roland Stewart as executive director and Joseph Partenheimer of Maplewood as consultant.

"Employment is the key to upward mobility," says Stewart, "what we need most is education as a means to earn a living. The glorified ideal that a college education is for everyone is very damaging. It has downgraded those who work with their hands."

The BICC does anything that can help in a community—calling on those who can best help in a given situation. It has devised the most effective method yet for fitting the man to the job—or telling the man where to seek training for the job.

The "life style" of the man is matched by computer to the "life style" of the job resulting in a spectacular average of success both for the employer and employee.

BICC has a membership of 200 companies and cooperates with corporations such as the Prudential, Public Service, Mutual Benefit RCA, among others. It has developed secretaries, clerks and machinists through its Skill Escalation and Employment Development (SFED) program. Its regularly scheduled open forum meetings are the only ones where community problems can be discussed by all elements of the community. It has dealt with crisis situations such as the employment of minorities in various building projects.

# Newark survey shows plight of Spanish-speaking

By PEDRO LINARÉS

A survey of the problems confronting the Spanish speaking people of Newark revealed 50 per cent of those interviewed are unemployed.

The report also showed that 75 per cent of those interviewed cannot speak English nearly 85 per cent of the unemployed can not conduct a conversation in English.

Prepared by the Business and Industrial Coordinating Council, (BICC), a nonprofit employment agency, the report is a result of a random

sampling survey of Newark's 65,000 Spanish-speaking residents.

Pedro Iglesias a BICC official supervised the study. He was born in Cuba and came to the United States in 1969 as a refugee.

Iglesias, 25, graduated from Nauley High School in 1963 and attended Washburn University, Topeka, Kansas, where he received a bachelor's degree in social psychology. Before joining the BICC, he worked for the Field

Orientation Center for Underprivileged Spanish (FOCUS) as a social worker.

The Spanish-speaking social worker said the study was conducted in different areas of the city and questionnaires were distributed throughout those areas with the largest concentration of Spanish-speaking people.

The problems of education and employment facing the Spanish-speaking residents are of tremendous dimensions, Iglesias said. He added. The study also disclosed that only two per cent

of the Hispanic people can be classified as professionals.

Roland E. Stewart, BICC Executive director said that 'Iglesias has compiled Street' facts to act as catalysts involving some of the problems of the Spanish-speaking community.

Stewart said copies of the report have been mailed to different agencies in the hope others will join the BICC in providing opportunities for what he called "Speak Some-English group."

Iglesias working with two volunteers spent two weekends interviewing people at street corners to prepare the report.

Among other facts disclosed in the report are:

- 93 per cent of the persons interviewed do not have a high school diploma.

- 48 per cent of the skilled workers cannot speak English.

- 65 per cent of the unskilled workers are unemployed.

- 50 per cent of the interviewed "speak some English."

- Most of those employed work in Newark.

BICC cannot tackle the problems of the community all at once or all by itself, but the agency should design and sponsor a massive education and training program for the residents who speak some English, Iglesias said.

The survey was conducted in Spanish and the average person interviewed was 28 years old, he said.

## Computer unites people with jobs

Close to 40 representatives of New Jersey's business community and social agencies met yesterday at Newark's Ebony Manor to learn about "Super Clerk"—the Business and Industrial Coordinating Council's "computer matching system."

Ronald Stewart, executive director, told the gathering Super-Clerk "can bring about a meaningful matching of unsophisticated persons with job opportunities and job-training programs."

Dr. Samuel H. Cleff, vice president of research and development for ADP Personnel Data Systems Inc., said his system, which BICC is using, "is the most effective way to match people for jobs because it takes into consideration each individual's own interests and experiences."

Under the Cleff Matching System, the computer, Super-Clerk, can store thousands of pre-profiled job situations and can establish what particular job position is best suited for a job-seeker.

Stewart said the computer

can also store an infinite number of updated and amended training situations and jobs.

"It can recall and print out any stored data by whatever factor is needed, for example the number of persons by sex or age," Stewart said. "Moreover, it can also summarize and print out persons with pointers toward specific training situations."

Stewart said that, through the use of the computer job counselors would be "free" to do other tasks instead of spending hours attempting to develop job situations for persons.

"Where there is helter-skelter disorganized assignment of persons to training or jobs, the Business and Industrial Coordinating Council will bring order out of chaos."

"Where there is currently a vacuum in the city of Newark in compiling, organizing and presenting meaningful data, we will fill this vacuum," Stewart added.

BICC implemented Super-Clerk and the Cleff Matching System last May.

## To Expand Job Service

The Business and Industrial Coordinating Council of Newark is expanding its computerized job-matching system so that finding a decent job will be lots easier.

At a luncheon yesterday at Ebony Manor, Newark, the council's executive director, Ronald Stewart, said "The purpose of our project is to bring about a meaningful matching of the unsophisticated person with job opportunities and training, to recommend employment and to provide vocational analyses."

Dr. Samuel H. Cleff, vice president of Research and Development of ADP Personnel Data Systems Inc., New York City, which is supplying the system, told the 35 persons at the luncheon that the computer can find out what different kinds of jobs the job-seeker is likely to accept.

"It would take a clerk five years to find out this information," said Dr. Cleff, adding "the computer frees the clerk and others so that they might be able to sell to humans."

Stewart has stated that the BICC is seeking an additional \$25,000 from businesses and foundations so that he might hire a staff of seven to put the system into full operation.

# Newark firms criticized in report on job equality

Companies in the Newark area still show no strong commitment to equal opportu-

nities for employment, according to a report released yesterday.

The report which contains conclusions of a survey conducted by the Business and Industrial Coordinating Council (BICC) further stated that many companies fail to make moves toward equal opportunities for minorities until prodded by the federal government.

BICC a coalition of the public and representatives of business and industry coordinates minority training and employment opportunities in the greater Newark area.

The agency's director, Roland E. Stewart, said the survey was initiated to gather information on employers who had written to request recognition as equal opportunity employers.

Stewart said that in many cases, BICC received no further contact from the employer concerning job referrals or civic involvement until the next report of the Federal Equal Employment Opportunity Commission was due. The EEOC reports evaluate the employment practices of companies.

The director said that of the 35 companies surveyed, none furnished complete information on the history of minority distribution at each level of employment.

He said 15 of the companies did not respond at all to BICC's request, and four took issue with the agency.

Stewart said three employers indicated that blacks comprised 10 per cent of their

work force, compared to none in the past. They said 10 per cent reflected the number of blacks in the national population. However, few Puerto Ricans had been employed by these companies.

The report indicated that employers far removed from the inner city areas appear "particularly sensitive" to EEOC reports. Stewart said minority representation in these plants was consistently low, in part because transportation was unavailable.

Stewart said businesses cited "security, skilled workers and tax relief" as reasons for moving to the suburbs.

On the other hand, the report said job openings for minority members sometimes exist where they have had neither traditional exposure nor training.

A diesel locomotive engineer, which Stewart said has been "systematically and exclusively" a non-minority oc-

cupation, is one job being held open at a company for a qualified black.

Stewart said conclusions from the survey show that businesses and industry generally "feel no accountability to any entity except the EEOC for their growth or lack of growth in hiring minorities."

He said growth in minority employment is generally evident "instantly when a company is forced to show change for their EEOC reports."



## INTERNATIONAL FIRE FIGHTER

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Newark, N.J. Fire Director John P. Cauffield, left, and Local 1888 President Edward Wall, right, discuss community relations with three leaders of the black community who visited fire headquarters to present the members of the fire department with an award. The black community leaders, from the left, are Roland Stewart, Executive Director of the Business and Industrial Coordinating Council; Gustav Henningburg, President of the Greater Newark Urban Coalition; and Earl Phillips, President of the Urban League, Essex County. The award read: "To the Newark, N.J. Fire Department on behalf of Newark citizens: Our gratitude and thanks for continued unselfish devotion to duty in saving peoples lives and protecting property in a dignified and humane manner."

# Job tests are termed 'unrealistic'

By LAWRENCE R. HALL

The executive director of the Business Council asserted yesterday that tests for employment in the greater Newark area were "unrealistic in relation to job performance or requirements."

Ronald E. Stewart, executive director, said BICC arrived at that conclusion after conducting a study of testing procedures for employment. "It was found by actual contact that most persons of IQ's still cling tenaciously to the widely advertised concept of minority products of school systems having lower IQ's than that of whites."

He said that his organization studied the testing of companies located both in Newark and found that "the relationship of the job were requirements discriminatory in many cases."

Citing two examples, Stewart said "one large hospital requires stenographer speed of 60 words per minute. However it was found secretarial employees were never called upon for dictation. Great use was found instead of equipment."

One large insurance company's tests had math above which were high above high school in comprehension and application. Items found that few if any employees needed calculators. Machines did the calculation if needed, guaranteeing or adding computations accuracy.

Stewart claimed that along with unrealistic tests, arbitrary standards for employment were found during the survey. He said a large tri-state agency requested candidates for stenographer training. The minimum word per minute speed was 40 or 45. Most dates had been exposed to stenography for a year or more. He said that the 40 words per minute had been involved with sten other than a classroom. He reported that none could meet the minimum. Twelve were reviewed and deemed excellent stenographic talents," he said.

# Study Finds Bias in Hiring Unchanged

By EILEEN PEARSON  
Writing News Staff Writer

A study by the Business and Industrial Co-ordinating Council in Newark of hiring procedures in the Greater Newark area shows cultural bias and procedures for screening out minorities have not been reduced in employment tests.

The study shows testing companies, employers and the educational system have not followed the equal employment section of the Civil Rights Act of 1961 despite a U.S. Supreme Court ruling in March barring job tests which screen out minorities without realistically measuring their ability to do the work.

The study shows white, middle-class values including polysyllabic vocabulary and certain other items and activities, have not been recognized as inherent elements in most tests.

Among the study's specific criticisms of testing procedures are

- Most personnel people dealing with Essex County's minority populations adopt a defensive posture assuming they have lower IQs than most whites and thus will retard the company's standards.

- Inferior reading abilities often hamper applicants from performing well in mathematical and other intelligence tests.

- Cultural aspects, such as

questions concerning leisure activities, often result in rejection.

- Tests were often unrealistic or arbitrary in relation to actual job performance. One large hospital still required shorthand speed of 80 words per minute for secretaries even though it used automatic dictating equipment.

- The relationship of testing to requirements of the job were blatantly discriminatory in many cases. Questions for an apprentice steamfitter centered on the arts.

- Tests used by schools often use an unsuitably simplistic or, conversely, an extremely advanced approach and ignore minority cultural differences.

The BICC headed by Roland E. Stewart is conducting four programs in Newark aimed at sharpening applicants' skills. The programs under way at New Jersey Bell Telephone Corp., Prudential and Mutual Benefit Insurance Company and Rutgers University, concern improved reading ability.

## CRITICS ASK HELP FOR CITY

## Newark business community draws fire

Two of the original members of the Business and Industrial Coordinating Council (BICC) have charged that the Newark agency has failed to live up to its potential largely due to lack of commitment by the business community.

Newark Manpower specialists Harry L. Wheeler and Andrew Washington said the agency could be more effective

if it had a "sincere" commitment from the business community. That BICC has not met its potential, they said, is demonstrated by the lack of community participation.

Washington charged that the unfulfilled needs of Newark in the areas of employment, housing, health, education and police protection are partially

due to apathy of multi-million dollar corporations in the city.

The companies, he said, could use their corporate wealth and political influence to aid in alleviating many problems in Newark.

Washington noted that the involvement of BICC in Newark affairs has been "an in-

mal, fragmented and piecemeal."

Wheeler summed up his feelings about the agency meeting its possibilities by saying,

"BICC hasn't lived up to its potential," he said.

One of the reasons it hasn't, Wheeler said, is that the business representatives in the organization have no policy-making powers.

"They always have to take the problem to somebody else before a decision can be made."

\* \* \*

Wheeler said that in the course of discussion many problems could be resolved more effectively if company representatives had the power to make an on-the-spot decision.

He said those members in the business community should confront their superiors and request those powers.

"We've done some things," Wheeler said, "but we've done far too little. And if we're ever going to be a change agent, we're going to have to commune with ourselves, then relate it to the companies we represent and then relate it to the policies of that company."

Wheeler said, "There isn't going to be any change until everybody involved starts being honest with himself."

Wheeler was addressing a BICC gathering this week, said for the agency to reach its full effectiveness, "entirely as the city must

become involved in "human reevaluation."

Gustaf Henningsburg, president of the Greater Newark Urban Coalition, said there are forces in the business community attempting to kill BICC and other social agencies. He said the resources of social agencies supported by business have decreased.

Currently, BICC has funding to last through March, with no assurance that it can continue past that point.

Business members of the agency, Henningsburg said, must go to bat for its survival and expansion so that it can develop and attain its potential strength as a change agent.

## REPORTER GIVES HIS VIEW

# Attica deaths called unnecessary

A New York newsman who was inside Attica State Prison during the recent inmate uprising, yesterday called the institution "dehumanizing" and the shootings unnecessary.

Dick Edwards who covered the rebellion for the Amsterdam News, said the killing of inmates and guards by National Guardsmen and state troopers was unwarranted because "the inmates had no guns and were immobilized seconds after gas was dropped in the cell-block."

Addressing the monthly meeting of the Business and Industrial Coordinating Council (BICC) in Newark, Edwards said the decision by New York Gov. Nelson A. Rockefeller to storm the prison was made with the knowledge that guards would be killed in the process.

"Rockefeller knew he had to kill some guards to get to the prisoners but he didn't care. They were expendable," the newsman said.

Citing his observations at the prison, Edwards said many of the guards had "their fingers itching on the trigger." He contended the troopers and guardsmen knew they were to storm the prison and were "impatient" to carry out their orders.

The reporter also said he interviewed Sgt. James Cunningham, a hostage prison guard, who indicated that he wanted the governor to ap-

pear at the prison "to let the prisoners and me know he cares."

Edwards quoted the guard as saying: "If he doesn't come, and I die, my blood will be on his hands." Cunningham, the father of eight, was one of nine hostages killed when the prison was stormed, the newsman said.

Edwards said the situation could have been handled differently, but contended Rockefeller was under pressure from "the hard right" to storm the prison and regain control.

Also addressing the meeting, held at Vail Hall, of the New Jersey Bell Telephone building, 540 Broad St., was United Community Corpora-

tion (UCC) President David Barrett.

Barrett appeared as a reaction to reports of "concerned dialogue" among BICC members concerning the antipoverty agency's functions and programs. He noted he was "somewhat irritated" that some BICC members expressed apprehensions about his agency.

Barrett told the meeting that businessmen who are concerned about the antipoverty agency should take the initiative in obtaining information and answers as to what takes place at UCC.

He explained that UCC receives money from the office of Economic Opportunity and

the Department of Health, Education and Welfare, and since his election last year, the agency has been in the process of establishing "creative and innovative programs" for the poor community.

The first of such programs involves a 17-week pilot communications project slated to begin today with 40 trainees between the ages of 16 and 25. The project will focus on video tapes and will train the youth in the area of television arts.

UCC has gained the assistance of UHF Channel 47 and Channel 13 in developing the project, Barrett said, and the agency hopes to begin an hour-long weekly program on Channel 47 by January.

THE STAR-LEDGER, Thursday, September 30, 1971

## Talk on Attica

Dick Edwards, a New York Amsterdam News reporter, will speak on the Attica prison unrest at the monthly meeting of the Newark Business and Industrial Coordinating Council on Monday at 6 p.m. at the New Jersey Bell Telephone Building, 540 Broad St. Newark BICC is a special agency designed to place in priority and disadvantaged people in employment and training programs.

# Jerseyans pound on tech school doors

By RODGER WITHERSPOON

Laid-off white collar workers, unemployed college graduates, and an increasing number of people who have shunned the status of a diploma for the chance to learn a readily marketable skill are flooding New Jersey's public vocational schools with enrollment applications.

Since 1965 the state has undergone an especially heavy growth in its vocational education programs, much of it attributable to increases in federal aid. In that period, more than \$106 million in new construction funds was spent throughout the state's 26 vocational education districts, and more is on the way.

County vocational systems serving about 22,000 day school students and 55,000 adults on a full or part-time basis are operating in every county except Hunterdon. An additional 20,000 students are studying at 128 privately operated vocational and business institutions.

The state's vocational growth rate which has more than doubled in the last decade reflects a nationwide trend toward vocational education.

The U.S. Office of Education in the Department of Health, Education and Welfare estimates that public vocational school enrollment will increase by 8 per cent this year to a record 10.4 million students. In addition enrollments in adult programs will increase 27 per cent to 2.8 million students, partly because of an influx of returning veterans seeking a marketable skill and steady employment.

According to Roland Stewart, director of Newark's Business and Industry Coordinating Council:

"There's a whole movement about. A lot of this year's graduates find out that the humanities don't help them get a job and they are doing manual work to make a living."

And as one state educator put it, "Even with a recession there are plenty of jobs. You only have high unemployment because people don't have the training to fill those positions that are vacant. But the jobs are there."

In New Jersey the movement begins in the elementary schools with a Career Development Program sponsored by the State Department of Education.

According to Bill Wenzel, acting associate state director of vocational and technical education, the program is divided into three segments: Technology for Children in grades kindergarten through six; an Introduction to Vocations for grades six to nine; and the skilled trades program for high school students and adults.

Wenzel said "If a child in kindergarten has to play with blocks, let him play with blocks. It's a way to start them thinking about a career."

Presently, about 75 elementary schools in New Jersey are experimenting with the Technology for Children program in various grades, and one school, the Parkside Elementary school in Camden, has adopted the program for all its students.

At the secondary level, vocational schools in Monmouth County have been built adjacent to regular academic high schools. State education officials say this plan not only allows vocational education students to participate in all phases of the regular high school extracurricular life, but helps break down attitudes held by many that vocational education is inferior to an academic one.

The public vocational program which varies from one school to another generally offers instruction in agricultural occupations such as forestry or conservation trade and industrial jobs such as auto mechanics and carpentry, office jobs such as stenography and secretarial work, and medical occupations, for such positions as nurses' aides and medical receptionists.

The public vocational system, however, has come under fire from some segments of the business community, who charge that:

- In some cases, the vocational school is merely a convenient dumping ground for unruly children or slow learners unwanted in the public school system.

- The subjects taught are not "relevant" to today's society, and there is no vocational training available for many professional trades such as real estate or bonding.

## EDUCATION AND YOUTH (CONTINUED)

### STAR LEDGER, OCTOBER 1<sup>st</sup>, 1971

• Standards of achievement at public vocational schools are not always "professional," and public vocational school graduates are at a disadvantage when competing with graduates from expensive private vocational schools or college graduates.

Stewart said that high schools tend to "push" the unruly child into vocational schools "because they don't want to deal with them" but these same students are often later ejected from vocational schools because they "are not highly motivated or interested and are unable to withstand the discipline" required to be successful.

"What happens," he added, "is that the youngster is squeezed out of the system. These push-outs have given rise to the multitude of government financed patch-work programs aimed at rescuing the derelicts of the school system. And most of the programs don't work."

In addition, Stewart said the public vocational school system is still teaching skills related to the early part of the century like mechanics, carpentry or masonry. There is no vocational training relating to the world of finance

merchandising, or sales and these constitute the general thrust of our national economy. They are surrounded by a host of skills and professions requiring specialized training."

Stewart's comments were echoed, to a degree, by Dennis McCarthy, director of an on-the-job training program for the Greater Newark Chamber of Commerce.

While not criticizing the public vocational school system, McCarthy termed it "an entirely different ball game" from the private vocational schools.

"The public vocational school," he said, "is still a high school whereas the private school is like a college, and much more professional. The training is not a two-or-three-month course, but usually lasts a year or a year and a half. And the course load is more intensive and very good. One private school in Newark has a waiting list of employers who want to send several employees for specialized training programs."

McCarthy said businessmen would "naturally consider someone from a private school who is highly skilled over a public vocational school graduate."

"But I don't feel the outlook for a public school graduate is bleak even in hard times. He just has a more difficult time finding a suitable job. But there is an opening for him somewhere."

Stewart, however, was not so optimistic.

"It is an employers' market. They can be highly selective when hiring for a given job. They can afford to find the best-educated qualified person out of nine or ten applicants for the same job. So the average-to-poorly-equipped person is just out of luck."

Stewart said the private schools which may charge anywhere from \$300 to \$2,000 thrive because they "recognize a vacuum the public schools have met" and he blamed this situation on the business sector which he claims failed to inform educators that education is behind the times in preparing students for the real world this follows graduation.

Stewart said that though there are few public vocational schools in the state from which it is almost an honor to graduate, they are not near areas with large numbers of blacks, Puerto Ricans or other poor people.

## COMMUNITY ISSUES

On the other hand, BICC has been patently aggressive in dealing with issues of interest and impact upon the community. During the Teachers' Strike, BICC organized a potential sit-in of 24 community agencies urging the teachers and the administration to re-open the schools to students and negotiate while school was in progress. This was the only concerted effort on the part of non-profit agencies who serve the community to affect substantive and institutional change.

A second instance was the involvement of the BICC with a brewery in Newark which had been undergoing considerable flak from the Black community related to its hiring practices. The BICC Executive Director interceded suggesting;

- (1) meeting with the apparent dissident elements of the community to establish dialogue
- (2) polishing the brewery's image in the community through news releases
- (3) taking direct actions before being forced to do so by the Equal Employment Commission.

To date, the brewery has not heeded any of the advice suggested by BICC in any visible way.

## EQUAL EMPLOYMENT OPPORTUNITY PROGRESS

BICC has spearheaded a continual effort to assist companies throughout the County in a self evaluation and review of Equal Employment Opportunity progress. Titled generally, "Everything You Wanted To Know About Equal Employment Opportunity But Was Afraid To Ask," a BICC Task Force has undertaken a goal of 30 companies during the year. Based upon EEOC reports, the Task Force

attempts to clarify areas of concern, suggest methods and means of meeting equal opportunity commitments, and provide leads such as BICC for obtaining required minority personnel. Ten companies have been visited with good results to date. Twenty more are scheduled during the coming ten months.

#### BICC AND DAY CARE

Recognizing that many persons who give love and affection to children may not necessarily have the managerial tools to obtain funding or even keep adequate books, BICC organized, researched and wrote a proposal for the King Memorial Day Center to obtain funds to operate and expand its impact. King Memorial allows welfare mothers to go to work thus changing their roles from welfare recipients to taxpayers. BICC staff spent three weeks poring over books, accounts, operations, problems, and personnel in order to compile the necessary data and provide the format for submitting a first class well documented proposal. Senator Wallwork has become a champion of this Day Care effort. It is highly probable that State monies will be available to the Center.

WHAT BICC WILL DO IN 1972



48 BRANFORD PLACE  
NEWARK, NEW JERSEY 07102

## WHAT BICC WILL DO IN 1972

1. Work closely with State, Local and Community Agencies on Community, State and National issues affecting education, training & economics.
2. Explore and develop employment opportunities for community people in industry, business, city and county government and secure employment and training leads throughout the county for screening and referral of disadvantaged minority applicants.
3. Research, develop, and prepare proposals to various Federal, State and local governments to fund Education and Skills Training Programs.
4. Assist in recruiting and counseling and referral of minority employees for special projects and employers; i.e. "JOBS 70", Port Authority, Ford Motor Company, New Jersey College of Medicine & Dentistry, New Health Careers and Construction Trades. Establish Human Relations Seminars for Business and Industry.
5. Monitor training classes satellited and co-sponsored at Mutual Benefit Insurance Company, Prudential, New Jersey Bell Telephone, Rutgers, and those developed to provide recruitment, counseling, available supportive services, and job placement. To enlarge training programs from BICC's current five to ten to include bank tellers, brokerage house clerks, typewriter and related machine repair, driver training, and hospital workers.
6. Expand assistance and input to business and industry in meeting Equal Employment Opportunity Commission criteria by providing minority leads, human relations training, in-house promotional impetus, and increasing the workability of government imposed demands and sanctions.
7. Continue the only open monthly forum on community issues and problems attracting leaders of business and the community for frank open discussions.

8. Arrange for development of evaluation criteria by which effectiveness, relevance, and meaningfulness of community agencies and activities may be measured; to perform studies and surveys related to these criteria and publish results.
9. Survey, study and publish what agencies or entities are doing with funds granted to accomplish specific activities or tasks at the request of the funding agency.
10. To institute surveys and publish results of studies designed to determine equality of services to minorities in banks, insurance companies, stores, other Essex County businesses, and publicly supported agencies.
11. To create a film on Human Relations which will involve soundly established successful management principles along with dignified recognition of minority cultures and backgrounds.
12. Increase support of innovative approaches to meaningful education concepts for the Newark School System like the highly successful Worlds of Manufacturing and Construction developed by the University of Ohio and to help develop additional programs like the World of Finance.
13. Assist in further development and expansion of day care centers by acquiring community support, lending proposal writing and business information techniques. More day care centers will free mothers for skill classes and employment.

BICC JOB DESCRIPTIONS



46 BRANFORD PLACE  
NEWARK, NEW JERSEY 07102

## BOOKKEEPER

Responsible to the Executive Director. The bookkeeper will be responsible for the receipt, management, control, and expenditure of funds to be recorded and kept according to established procedures. Also necessary will be the preparation of all financial reports required by the funding agencies and those directly participating in the Project programs. She will make up checks and withdraw monies for payment of wages, bills, allowances and other fiscal functions.

Requirements: Demonstrated experience in bookkeeping functions. Familiarity with government agency financial transactions and State plus Federal applicable regulations. Salary range - maximum \$7,280.

## CLERICAL ASSISTANT

Under the supervision of the Secretary, performs clerical duties which may include: typing routine correspondence, reports, and related documents, operating office machines, compiling and copying data, proofreading records or forms, sorting, filing, addressing mail, answering telephones, messenger, and switch-board operations, may act as receptionist, translator, message taker, and make routine referrals, other duties as assigned or requested.

Requirements: Potential for growth with some clerical skills. Ability to learn office machines, procedures, and other related duties. Salary range - \$ 4,500 - \$ 5,980.

#### MANAGEMENT ASSISTANT

The Management Assistant shall be responsible for projects, programs, training areas involving interviews, placement, administration, analysis, data collection and reports as directed by the Director. He (she) shall be responsible to the Director for implementation and results. Additional responsibilities include other duties as assigned.

Requirements: The individual should be at least a four year college graduate with some experience in or related to Social Services or Community Organization. The person should have a background of demonstrated responsibility in completing tasks with some supervisory experience. Salary range: \$9,000 - \$15,000, commensurate with training and experience.

#### ADMINISTRATIVE ASSISTANT

To intelligently deal with issues raised in the community or nation affecting those persons served by BICC, background data, genesis, historical perspective, purpose, and needs are among those factors related to coordination and action. The function of the Administrative Assistant will be to collect, sort, and report data at the direction of the Agency to support its position or as a basis for action. Other assignments as directed.

Requirements: The person should have an investigative or research background with ability to communicate orally and in writing effectively. An ability to acquire factual data and document sources with imagination and accuracy is desirable. Salary range - Maximum - \$ 12,000

## RESEARCH &amp; DEVELOPMENT ASSISTANT

The Research & Development Assistant will be responsible for preparing proposals and seeking ways and means of funding the BICC operations consistent with its mandate of employment, training and educational interests. He will research, develop, recommend, and prepare proposals and/or projects for Federal, County, State, Municipal, Foundation, Public, and/or private enterprise funding. He will be responsible to the Executive Director for continuous development of such activities.

Requirements: Academic and community background and writing experience consistent with stated goals. Demonstrated experience with government agencies, community organizations, and business and industry related to administration or management. Some sales experience may be helpful. Writing ability is key. (Salary Negotiable)

## SECRETARY

Responsible to Supervisory Personnel or Executive Director to manage and direct the central administration. The Secretary will coordinate with the bookkeeping function and will perform clerical functions. Related duties may include Responsibility for internal administrative details, producing cumulative required reports, close coordination with program officials; coordination of clerical functions of the total program; calculation of money allowances where applicable, other duties as assigned or required.

Requirements: Demonstrated experience with Secretarial skills, typing, shorthand, dictating, and office machine exposures. Ability to coordinate, plan, supervise, and organize an office's functioning. Salary range - maximum - \$ 6,800.

## TRAINER-INSTRUCTOR

Under the supervision of and coordination with the Executive Director, the Trainer-Instructor will be responsible for an enriching educational experience which will motivate the trainee into self-fulfillment of his potential. Sincerity of approach, genuine concern, and sensitivity to the cultural wealth of the trainee will be basic to an effective learning experience and preparation for self-sufficient upward mobility. Innovation, pragmatism, imparting dignity, and recognizing the inherent worth of the individual are successful elements in accomplishing the mandate given to the entire project.

Requirements. Academic background above high school is necessary. Some experience in an educational atmosphere is essential. Demonstrated successes with the educational process must be evidenced. Salary range - maximum \$ 9,600.

## TRAINING COORDINATOR

Responsible to the BICC Executive Director and Executive Committee. Will administer, coordinate, and supervise educational programs and activities as directed. Will meet with staff, funding agencies, sponsoring employers, participating agencies and persons to assist and adjust programming and results. Will be directly responsible for periodic and special reports as required by BICC and related entities. Will coordinate training with Vocational Coordinator for eventual placement.

Requirements. Academic background and experience showing administrative ability, achievements, and growth potential. Some experience in the educative process and/or agency programs may be helpful. Must carry out mandate of program effectively. Salary range - maximum to \$ 14,000.

## VOCATIONAL ANALYST

The Vocational Analyst will be responsible for projects, programs, training areas, interviews, placement, analysis, data collection and reports related to training and employment opportunities; training of agency and business personnel in the administering of the Self Interview Checklist and Job Outline Checklist is a key function. Analyzing and writing up Vocational Analyses from the computer in addition to counseling the applicant are also facets of the Vocational Analyst's responsibility. Also included are processing job orders, completing special studies and other duties as assigned.

**Requirements:** The Vocational Analyst shall have had some experience in or related to employment functions, either industry or agency. Some writing experience is necessary along with relating with and to people ability. Education background and experience are key to salary ranges. Salary range: maximum - \$ 12,000.

## VOCATIONAL COORDINATOR

Responsible directly to the BICC Executive Director and the BICC Executive Committee. The Vocational Coordinator will be responsible for the administration and coordination of projects, programs, and activities as directed within the structure provided. He will meet regularly with permanent and temporary staff funding agencies, sponsoring employers, participating agencies and persons to assist and adjust programming and results with the end result of producing a useful and self-reliant citizen. The Vocational Coordinator will be directly responsible for periodic and special reports as required to BICC, participating agencies, and funding sources. He will be charged with developing and expanding employer training contacts for training employment opportunities.

## VOCATIONAL COORDINATOR

Requirements: Academic background and experience indicating demonstrated administrative ability, achievements, and growth potential. Some experience in agencies or programs may be helpful. Must be able to carry out mandate of program effectively. Salary range - maximum \$ 13,000.

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MODULE FUNCTIONS, GOALS, STAFFING, AND COSTS



46 BRANFORD PLACE  
NEWARK, NEW JERSEY 07102

## ADMINISTRATIVE MODULE GOALS &amp; OBJECTIVES

Work closely with state, local and community agencies on community, state and national issues affecting education, training and economics.

Continue BICC input into institutions, organizations, and agencies throughout the city, county and state.

Work with BICC committees in providing staff support for their projects and programs.

Increase support of innovative approaches to meaningful education concepts for the Newark School system like the highly successful Worlds of Manufacturing and Construction.

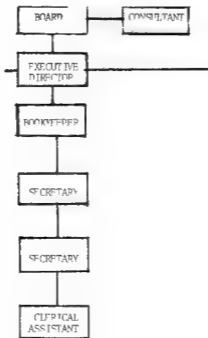
Continue improvement of the BICC monthly forum as a sounding board and a meeting place for the issues and answers and solutions to the problem of the Newark community.

Meet with financial contributors to elaborate and explain BICC objectives, funding and programs.

FUNDING REQUIREMENT

\$ 119,800.00

## ADMINISTRATIVE MODULE



## TRAINING MODULE GOALS &amp; OBJECTIVES

Increase satellite programs from current five to ten to include emphasis on male oriented training programs.

Develop an English as second language curriculum to meet the needs of the Spanish speaking community.

To establish a driver training course on vacant lots in Newark using obsolescent Public Service or Bell Telephone vehicles.

Continue to recruit Welfare assisted clients and others for daytime Basic Education and Skill Classes.

Establish and conduct Human Relations Seminar for Business and Industry.

Conduct training programs to produce qualified entry level workers throughout the county and where possible conduct training programs to upgrade those persons already employed.

To establish an automobile mechanics course using wrecked vehicles to be reconstructed and ultimately used as driver training vehicles or transportation for minorities to suburban employment.

FUNDING REQUIREMENT

\$ 71,000.00

## TRAINING MODULE



## MANAGEMENT MODULE I GOALS &amp; OBJECTIVES

To take necessary action on projects, program details, and implementation of activities directed by the BICC Executive Director as a result of ongoing or new problems within the agency's mandate.

To develop evaluation criteria for effectiveness, relevance, and meaningfulness of community agencies and activities, to perform studies and surveys related to these criteria and publish results.

Assist in further development and expansion of day care centers by acquiring community support, lending proposal writing and business information techniques.

Continue working with organizations to maintain present three BICC Ambulance Squads and assist the Organization of Black Citizens in establishing another in the Central Ward.

To survey, study, and publish what agencies or entities are doing with funds granted to accomplish specific activities or tasks.

FUNDING REQUIREMENT

\$ 42,000.00

## MANAGEMENT MODULE I



## MANAGEMENT MODULE II GOALS &amp; OBJECTIVES

To take necessary action on projects, program details, and implementation of activities directed by the BICC Executive Director as a result of ongoing or new problems within the agency's mandate.

To institute, survey and publish results of studies designed to report extent of services to minorities in banks, insurance companies, stores, and other Essex County businesses.

To expand assistance and input to business and industry in meeting EEOC criteria by providing minority leads, human relations training, in-house promotional impetus, and increasing the workability of government imposed demands and sanctions.

Survey transportation needs to Suburban Employment for Inner City Residents and make recommendations to the appropriate city, county or Transportations fathers.

FUNDING REQUIREMENT

\$ 42,000.00

## MANAGEMENT MODULE II



## EMPLOYMENT MODULE GOALS &amp; OBJECTIVES

Explore and develop employment opportunities for community people in industry, business, city and county government.

Secure employment and training leads throughout the county to screen and refer disadvantaged minority applicants. Assist candidates in developing effective resumes.

Assist in recruiting and counseling minority employees for special projects and employers; e.g. "Jobs 70", Port Authority, Ford-Motor Company, New Jersey College of Medicine & Dentistry.

Coordinate with NAB, NJSES, and other employment training entities throughout the county the operation of the World of Work Clerical Training Program.

Organize a follow-up procedure and effect a follow-up study on job placements and training undertaken by BICC. Compose a report for publication.

Enlarge training programs from BICC's current five to ten to include bank tellers, brokerage house clerks, typewriter and related machine repair, and driver training.

Establish a pre-release training program at the Essex County Penitentiary with the Essex County Board of Freeholders.

Monitor training classes satellited and co-sponsored at Mutual Benefit Insurance Company, Prudential, New Jersey Bell Telephone, Rutgers, and those developed to provide recruitment, counseling available supportive services, and job placement.

FUNDING REQUIREMENT  
\$ 180,000.00

## EMPLOYMENT MODULE



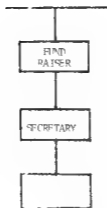
# FUND RAISING MODULE

The Research & Development Assistant will be responsible for preparing proposals and seeking ways and means of funding the RICC operations consistent with its mandate of employment, training and educational interests. He will research, develop, recommend, and prepare proposals and/or projects for Federal, County, State, Municipal, Foundation, Public, and/or private enterprise funding. He will be responsible to the Executive Director for continuous development of such activities.

## FUNDING REQUIREMENT

\$ 31,000.00

## FUND RAISING MODULE



## UNSTAFFED PROJECTS

## HUMAN RELATIONS FILM

To create a film on Human Relations which will involve soundly established successful management principles along with dignified recognition to minority cultures and background.

NO STAFF

TOTAL COST \$ 6,000.00

## AMBULANCE SQUAD INSURANCE

Last year's purchase of 3 ambulances for three of the city's communities illustrated considerable group involvement and a high degree of commitment. One area of continual anxiety in a city is insurance coverage for the trucks and volunteers. It was finally obtained after great frustration and search. This will be an area of continuous need until all three squads are more firmly established, further equipped, and financially independent. BICC wishes to assist in the manner of paying the next year's insurance premiums when due.

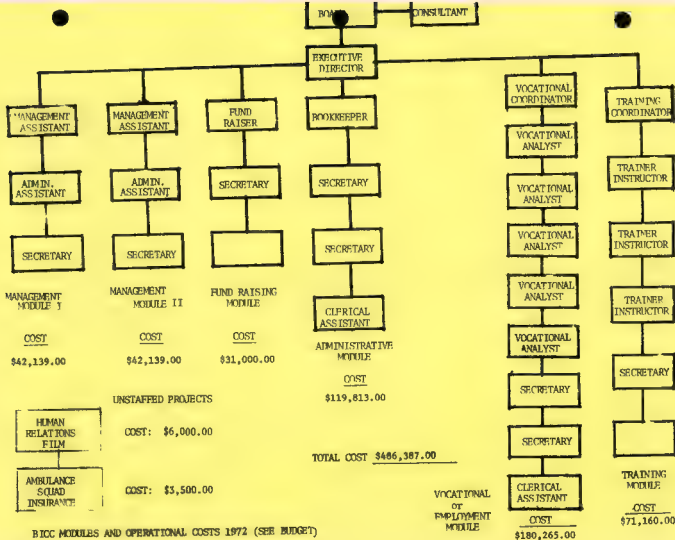
NO STAFF

TOTAL COST \$3,500.00

APPENDIX



48 BRANFORD PLACE  
NEWARK, NEW JERSEY 07102



BICC MODULES AND OPERATIONAL COSTS 1972 (SEE BUDGET)

## BICC PROJECTED BUDGET: FIRST YEAR (1972)

TOTAL STAFF REQUIREMENT - 28

TOTAL FINANCING REQUIREMENT -

No	STAFF	Unit Cost	Admin. Module	Employ. Module	Training Module	Module I	Module II	Fund Raising Module	More Than 1 Site	Amounts Using 1 Site
1	Executive Director	\$25,000	25,000						25,000	25,000
1	Consultant	12,000	12,000						12,000	12,000
2	Management Assistants	15,000				15,000	15,000		30,000	30,000
1	Vocational Coordinator	13,000		13,000					13,000	13,000
5	Vocational Analysts	12,000		60,000					60,000	60,000
1	Training Coordinator	14,000			14,000				14,000	14,000
3	Trainer - Instructor	9,600			28,800				28,800	28,800
2	Research Assistants	9,000				9,000	9,000		18,000	18,000
8	Secretaries	6,800	13,600	13,600	6,800	6,800	6,800	6,800	54,400	54,400
1	Bookkeeper	7,280	7,280						7,280	7,280
2	Clerical Assistants	5,980	5,980	5,980					11,960	11,960
1	Fund Raiser	14,000						14,000	14,000	14,000
SUB TOTAL			\$63,860	\$92,580	\$49,600	\$30,800	\$30,800	\$20,800	\$288,440	\$288,440
FRINGE 20%			12,772	18,516	9,920	6,160	6,160	4,160	57,688	57,688
TOTAL PERSONNEL			\$76,632	111,096	59,520	36,960	36,960	24,960	346,128	346,128

	Admin. Module	Employ. Module	Training Module	Module	Module	Fund Raising Module	More Than 1 Site	** Amount If On 1 Site
OPERATIONAL								
<u>Space</u>	4,500	15,000	5,400	3,000	3,000	2,100	33,000	24,000
<u>Travel</u>	1,800	3,600	900	900	900	1,200	9,300	9,300
<u>Communications</u> (Including Conferences)	1,800	4,000	3,600	300	300	900	10,900	7,500
<u>Supplies (Consumables)</u>								
Postage	1,800	480	120			180	2,580	2,580
Clerical	1,200	800	400	400	400	400	3,600	3,600
Publication	360	360	360			360	1,440	1,080
<u>Insurance -</u>								
Liability-Fire-Theft	1,199						1,199	
* <u>Equipment (Purchase)</u>								
Typewriter	1,350	1,800	450	450	450	450	4,950	2,700
Calculators	450					450	900	450
Cassette Recorders	330		110				440	
Dictaphones	350						350	
Adders	129	129			129		387	258
Reel to Reel Recorder	300		300				600	300
<u>Equipment (Rental)</u>								
Photocopier	736						736	736
Photo Offset	1,428						1,428	1,428
Postage Meter	300						300	300
Addressograph	120						120	120
Telephone	10,000	3,000					13,000	12,000
<u>Consultant &amp; Contract Services</u>								
Audit	4,629						4,629	4,629
Computer		40,000					40,000	40,000
Janitorial	10,400						10,400	10,400
OPERATION	43,181	69,169	11,640	5,050	5,179	6,040	140,259	121,381
PERSONNEL	76,632	111,096	59,520	36,960	36,960	24,960	346,128	346,128
	119,813	180,265	71,160	42,010	42,139	31,000	486,387	467,509

\* First year initial equipment costs for typewriters, adders, etc., ensuing years will be decreased by \$7,627.00

\*\* Reflective on-hand reduced equipment requirement if the total operation were under one roof.

# business and industrial coordinating council



46 BRANFORD PLACE • NEWARK, NEW JERSEY 07102 • AREA CODE 201 622-0272

ROLAND E. STEWART, EXECUTIVE DIRECTOR

## EXECUTIVE BOARD

**CO-CHAIRMAN**  
Marshall L. Wolf  
National Newark & Essex Bank  
Mrs. Ruth McClain  
Greater Newark Urban Coalition

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National Information Center

## TREASURER

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Hahnle & Company

## LEGAL COUNSEL

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Riker, Danzig, Scherer & Brown

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Mutual Benefit Life  
Alice Allen  
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Eugene Campbell  
Organization of Negro Educators

### EMPLOYMENT

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Urban League of Essex County  
George Wideson III  
Prudential Life Insurance

### FINANCE

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N.A.A.C.P.

### MEMBERSHIP & CONSULTATION

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N.J. Bell Telephone Co.  
Alvin D. Moore, Jr.  
C.O.P.E.

### RELATIONS

Burgess University  
Pedro Iglesias  
Newark Pre-School Council

### RESEARCH & PROGRAM

Mrs. Constance Woodruff  
J.G.W.  
David B. Ruff  
Better Business Bureau

### TESTING

Julius Lotzowicz  
Western Electric - Newark  
Richard Proctor, Jr.  
C.O.R.E.

### TRAINING

Hon. Matthew Carter  
Hoffman La Roche  
George Fontaine  
Joint Apprenticeship Program

### AT-LARGE MEMBERS

Charles Hall  
Greater Newark Chamber of Commerce  
Robert B. Thiel  
Blue Cross/Blue Shield  
Junkin W. Williams  
Model Cities  
David Garrett  
United Community Corporation

### FORMER BICC CO-CHAIRMAN

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City of Newark  
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Bamberger  
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S.E.D.

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State Assembly

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Model Cities Consultant

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Albert Meyers  
Community Affairs  
Joseph E. Partenheimer  
BICC

## WHAT IS BICC?

BICC is an organization which is a unique blend of businessmen from the greater Newark area and concerned community representatives. Its Executive Board, from co-chairman on down, is structured so that each of its activities has a representative from business and the community working together. There are a total of 200 companies, 50 community groups and 800 individuals who have some affiliation with BICC. There presently is a staff of 10 whose administrative costs are funded by the Greater Newark Chamber of Commerce and whose projects are funded by foundations and other sources including Federal funds. This year's budget is \$190,300 of which the Chamber is contributing \$58,000. During 1972, the proposed overall budget will be \$462,000.

## MAIN ACTIVITIES OF BICC

The BICC was created in 1963 to develop jobs and provide training for disadvantaged and unemployed people of Newark. It has also functioned as an open forum at which business and community leaders could discuss their mutual problems. Many job opportunities for minorities have been developed directly and through the Urban League, and approximately \$4 million in Federal funds has been brought into Newark by BICC in the form of special training programs.

## BICC DURING THE PAST YEAR

During the past year, BICC has operated as an informal placement agency handling almost 1,000 Newark area people. Some 458 individuals were referred for employment and 103 were hired. In addition, some 114 were accepted for training opportunities. BICC has also provided a unique counselling service for the "very hard core" unemployed utilizing a computer match plan now in a testing stage with the U.S. Government and Adaptive Systems Inc. of Clifton, N.J. Under this innovative system, which takes about 2½ hours per applicant, individual's likes, dislikes, accomplishments, etc. are matched with specific jobs or slots in job training programs.

In addition, BICC continues to sponsor special training classes in conjunction with major Newark companies, training applicants in clerical skills. Many of these classes are "after hours" and involve no pay or allowance to the students, all of whom BICC has promised to find jobs if they successfully complete the programs. We continue to find success in placing the people who complete this specialized training because they are computer matched before they start, there is a specific job waiting for them upon graduation, and the fact that they are motivated by the job opportunity waiting for them rather than the training or allowance stipend.

Also, during this year, BICC has been involved in a "task force" looking at affirmative action programs in major Newark businesses. Within the 12 months of this study, 30 companies will have the benefit of in-depth sessions designed to deal successfully with minority

continued

# **business and industrial coordinating council**



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ROLAND E. STEWART, EXECUTIVE DIRECTOR

-2-

## **EXECUTIVE BOARD**

### **CO-CHAIRMEN**

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Mrs. Ruth McClain  
Greater Newark Urban Coalition

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William A. Mercer  
National Information Center

### **TREASURER**

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Hahnle & Company

### **LEGAL COUNSEL**

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Mutual Benefit Life  
Jesse Allen  
Peoples Action Group

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Western Electric - Kearny  
Eugene Campbell  
Organization of Negro Educators

### **EMPLOYMENT**

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Urban League of Essex County  
George Wiscian III  
Prudential Life Insurance

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N.A.A.C.P.

### **MEMBERSHIP & CONSULTATION**

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Alvin J. Moore, Jr.  
C.O.R.E.

### **PUBLIC RELATIONS**

Marvin Greenberg  
Rutgers University  
Pedro Iglesias  
Junior Pre-School Council

### **RESEARCH & PROGRAM**

Mrs. Constance Woodruff  
I.L.G.W.U.  
David B. Ruff  
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### **TRAINING**

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Hoffman-La Roche  
George Fontaine  
Joint Apprenticeship Program

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Greater Newark Chamber of Commerce  
Robert B. Thiel  
Blue Cross/Blue Shields

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Fidelity Union Trust  
Hon. Kenneth A. Gibson  
Newark City of Newark  
Charles W. Garrison

### **CONSULTANTS**

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Newark City of Newark  
Sharpe James  
Newark Councilman  
Robert F. Kling

### **BARNE ASSOCIATES**

Joseph F. Maguire  
Public Service Gas & Elec.  
Albert Meyers  
Community Affairs

### **JOSEPH E. PARTENHEIMER**

BICC

applicants and employees. Preliminary statistics have indicated that over the past 5 years most BICC member companies have more than doubled their minority representation. BICC has also been responsible for introducing an innovative industrial arts program into the curriculum of the Newark School System, has assisted in improving conditions at N.J. College of Medicine and Dentistry and Martland Medical Center, and started 3 ambulance squads in the center city.

In addition, BICC executives have rendered assistance to numerous other organizations and projects including King Memorial Day Care Center, New Career Health Careers training programs, UCC, Urban Coalition, YM-YWCA, Mayor's Task Force on Economic Development, Mayor's Task Force on Education, etc. BICC people have also assisted in providing a climate for better understanding by all parties of the issues involved in a number of crises occurring during the year including the hospital issue and the teacher's strike.

## **WHAT BICC WILL DO IN 1972**

In 1972, at the present level of funding administratively, it is expected that the following activities will occur:

1. Through the "Store Front Employment Center" 5,000 disadvantaged individuals will be counselled and jobs found for at least 1,000.
2. Between 200 and 400 individuals will receive special "satellite" training with member companies with guaranteed employment.
3. Receive approval and operate a special clerical training program for 180 individuals with U.S. Department of Labor funds obtained through the N.J. Department of Conservation and Economic Development.
4. Continue activities of "Task Force" examining affirmative action programs and opportunities in major businesses.
5. Utilizing its monthly open forum, BICC will continue to encourage useful communication between business and community people. It will also use the forum to encourage organizations mandated to help the City to explain their programs, goals and accomplishments such as the Mayor's Task Force on Education, etc., or lack of it.
6. Continue to provide special help and guidance to others endeavoring to better the Newark business and social climate.

## **FUNDING CONSIDERATIONS**

Questions are sometimes raised by businessmen as to whether or not independent organizations associated with social change such as BICC, Greater Newark Urban Coalition and the Urban League of Essex County, should be amalgamated for further economy, should be funded by the United Community Fund, or should be supported at all by the business community. We feel first of all, that a certain amount of competition among social agencies is healthy in the same manner that in

continued

# **business and industrial coordinating council**



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-3-

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C. Theodore Pinkney  
SEED  
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State Assembly  
Derek T. Winters  
Model Cities Consultant

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Robert F. Kluge  
Barth Associates  
John F. Maguire  
Public Service Gas & Elec.  
Albert Meyers  
Community Affairs  
Joseph E. Portenheimer  
BICC

Newark there is more than one bank, insurance company, department store, etc. We further feel that discussions with representatives of the Coalition and the Urban League show clearly that each is concentrating on different aspects of the many problems facing our City. Even if they were similar, logical arguments can be developed for our continuing to function until the very serious difficulties of Newark show signs of abatement. BICC concentrates on employment and training and a public forum. The Urban League concentrates more on social issues such as education, health, housing etc. Its employment arm now is a relatively small portion of its budget. The Urban Coalition is not a programmatic agency as is BICC and the Urban League. It concentrates on endeavoring to get others to adopt programs involving meaningful social change and on trying to resolve relevant, timely issues.

We feel that an organization like BICC working primarily with employment problems should continue to receive funds outside United Community Fund whose member agencies appear to be more mandated toward resolution of social and economic problems rather than finding jobs and training people for work. Regarding the relevancy of BICC vs others, we feel that in these difficult times, the energy and expertise of BICC is sorely needed to continue to combat the many problems in finding jobs, educating youngsters, training and up-grading, and in obtaining better communications with all the people in our City. Funds provided for administration of BICC by the Chamber allow it to obtain substantially greater funds for specific programs from agencies such as Schumann Foundation, Victoria Foundation, and from the United States Government.

# BICC's WORLD OF WORK

Major problems confront Business, Industry, Government, and Training Programs when persons employed or trained are poorly motivated candidates who may dislike what they are doing. This mismatch results in high turnover which costs everybody money. There are 42,500 job titles in the U. S. Employment Service Dictionary of Occupational Titles. These titles have often become social "labels" having less and less to do with the actual specific activities performed on the job. But personnel experts *now* agree that *activities*, not titles, are the most basic elements in jobs. And yet, for lack of a better system until now, it has been necessary to hire workers on the basis of titles.

BICC's nine year history of effective training and placement now uses the technology of the electronic age in a people matching service as a meaningful yet unbiased counseling and placement tool for training and employment.

Through the BICC both potential employees and employers benefit from expertise which provides:

1. A practical objective basis for hiring or selection for training or employment.
2. A meaningful basis for accurately describing, translating, and compiling training and job opportunities.
3. A time and cost saving method of pre-screening applicants before referral.

## WHAT BICC RECRUITING, MATCHING, COUNSELING, AND PLACEMENT CAN DO FOR YOU:

- Decrease costs by improving the retention rate of employees
- Increase personnel stability
- Answer many objections of government agencies about objectivity and bias-free selection
- Pre-screen referrals to insure highly motivated potential successful employees
- Provide potential candidates postured toward a training course or employment.

## WE MATCH

*People to Jobs*  
*Jobs to People*  
*People to Training*  
*Training to People*

TO ENABLE YOU TO REDUCE YOUR  
MANPOWER PROBLEMS SMOOTHLY,  
EFFICIENTLY, AND PROFITABLY,  
PHONE BICC at (201) 622-0272.

Employers with Training or Job Situations  
Listed on the Business & Industrial Coordinating Council People Job Register.

ADP Personnel Data Systems  
American Airlines  
Automatic Data Processing  
Bambergers  
Business & Industrial Coordinating Council  
J. I. Kislak & Co.  
Mutual Benefit Life Insurance Co.  
Eastern Airlines  
Esso Research & Engineering  
Fidelity Union Trust Co.  
First Jersey National Bank  
Ford Northeast Jobs Institute  
General Electric Corp.  
Hoffman La-Roche  
Hospital Service Plan of N. J.  
Hunt Wesson Foods  
I.T.T. Avionics Division  
Merrill, Lynch, Pierce, Fenner & Smith  
Monroe Calculating  
Mutual of New York  
National Cash Register Co.  
National Newark & Essex Bank  
Newark Skill Center  
New Jersey Bell Telephone Co.  
N. J. College of Medicine & Dentistry  
N. J. Restaurant Association  
Pinkerton's Inc.  
Prudential Insurance Co.  
Public Service Electric & Gas Co.  
R & B Typewriter Service  
Ronson Metals  
Sun Oil Co.  
3M Business Products Center  
United Airlines  
U. S. Savings Bank  
V.A. Hospital  
Western Electric Company  
Weston Instruments Inc.